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Rust Craft publishers: a case study in public relations.

Pausner, Joseph Jay

Boston University

RUST CRAFT PUBLISHERS:
A CASE STUDY IN PUBLIC RELATIONS

Joseph Jay Pausner, Jr.

BOSTON UNIVERSITY

School of Public Relations and Communications

Thesis

RUST CRAFT PUBLISHERS:
A CASE STUDY IN PUBLIC RELATIONS

By

Lieutenant Joseph Jay Pausner, Jr., U. S. Navy
(B.S., U. S. Naval Academy, 1950)

Submitted in partial fulfillment of the
requirements for the degree of
Master of Science
1956

Boston University
School of Public Relations and Communications

Thesis

MORE DAIRY PUBLICATIONS:
A CASE STUDY IN PUBLIC RELATIONS

by

Clarenmont Jenkyn Day Faunce, Jr., B. S. (Navy
(R.C.), U. S. Naval Academy, 1950)

Submitted in partial fulfillment of the
requirements for the degree of
Master of Science
1954

Approved
by

First Reader.....
Professor of Public Relations

Second Reader.....
Assistant Professor of Public Relations

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EXHIBITS

The exhibits are listed in the order of their appearance in the exhibit tables attached to the cover of this checklist.

EXHIBIT	TITLE
1	. . . . Double Press Kit
2	. . . . Sample Guests Press Release
3	. . . . Sample Guests Press Release
4	. . . . Sample Chambers and Wilkoff Press Release
5	. . . . Sample Hunt Staff Press Release
6	. . . . Guests's Stationery
7	. . . . Guests's Calling Card
8	. . . . Hunt Staff Stationery and Envelope
9	. . . . Hunt Staff Executive Stationery and Envelope
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11	. . . . Guests Staff Announcement
12	. . . . Time Table, M. U. L. R., (showing Hunt Staff seating)
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16	. . . . "Sunsetter" -- A Representative Copy
17	. . . . "Dualer" -- A Representative Copy
18	. . . . "Semiluxe" -- A Representative Copy

CHAPTER I

THE PURPOSE OF THE STUDY

The author of this study is an officer in the United States Navy. He is in attendance upon a postgraduate course of instruction in Public Information at Boston University under the auspices of the U. S. Naval Postgraduate School, Monterey, California.

The author's particular area of special interest in public relations is the various public information activities of the U. S. Navy.

However, in order to broaden the author's knowledge of civilian public relations, the study of the public relations activities of Rust Craft Publishers, Dedham, Massachusetts, was undertaken.

I. SCOPE OF STUDY

It is the purpose of this study to examine the recent public relations activities of Rust Craft Publishers. By recent, is meant those activities in the field of public relations which are currently in progress, or have been completed during the past two years.

All research in connection with this study was accomplished in the months of February and March, 1956. Any

CHAPTER I

THE PROBLEM AND ITS SETTING

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The author's particular area of special interest is public relations in the various public information activities of the U. S. Navy.

However, in order to broaden the author's knowledge of civilian public relations, the study of the public relations activities of four civic facilities, Boston, Massachusetts, was undertaken.

I. DATES OF STUDY

It is the purpose of this study to examine the recent public relations activities of Boston Civic Facilities. By recent, is meant those activities in the field of public relations which are currently in progress, or have been undertaken during the past two years.

All research in connection with this study was accomplished in the months of February and March, 1956. Any

public relations activities started, in progress, or completed subsequent to that time, are not reported herein.

II. DEFINITIONS OF TERMS USED

Terms used in this study, unless the context otherwise requires, are defined as follows:

Greeting Card

Simply defined, a greeting card is a greeting on, by, or with a material object, usually a paper product. Subjectively, it may be defined as follows:

> A Greeting Card is a song you sing when someone else is glad, or a tear you shed and a prayer you've said when someone else is sad...A Greeting Card is a smile you've sent to a friend you seldom meet; or a moment spent with a memory you still find bright and sweet...A Greeting Card, such a little thing, has a great big job to do, for a Greeting Card must always be as warm and as real as you![1]

Rust Craft Publishers

Rust Craft Publishers is a division of United Printers and Publishers (Incorporated), Joliet, Illinois. Rust Craft is engaged in the manufacture of greeting cards. With headquarters at Dedham, Massachusetts, Rust Craft has nine offices throughout the United States. They are located in Boston, Chicago, Los Angeles, New York, Philadelphia, San

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[1] Rust Craft Publishers, "A Greeting Card," Sentiment, II (Winter, 1956), 25.

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Greeting Card

Simply defined, a greeting card is a greeting on, by, or with a material object, usually a paper product. Subjectively, it may be defined as follows:

> A *greeting card* is a song you sing when words are not enough, or a chair you stand and a prayer you said when someone else is sad...A *greeting card* is a smile you've sent to a friend you haven't met or a moment spent with a memory you still find bright and sweet...A *greeting card*, such a little thing, has a great job to do, for a *greeting card* must always be as warm and as real as you.[1]

Hart Card Publishers

Hart Card Publishers is a division of United Printers and Publishers (Incorporated), Joliet, Illinois. Hart Card is engaged in the manufacture of greeting cards. With headquarters at Chicago, Harrisburg, Hart Card has sales offices throughout the United States. They are located in Boston, Chicago, Los Angeles, New York, Philadelphia, San

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[1] Hart Card Publishers, "A Greeting Card," Encounter, II (Winter, 1963), 25.

Francisco, Milwaukee, Indianapolis, and Baltimore.

In foreign lands, Rust Craft maintains offices in Toronto, Canada; Rio de Janeiro, Brazil; Leeds, England; Victoria, Australia; and Wellington, New Zealand. It is currently planned to open an office in Johannesburg, South Africa.

Public Relations

The number of definitions of public relations is legion. While the Rankin definition found in Webster's is the accepted definition of The Public Relations Society of America, the author prefers the following:

> THE TERM (sic) "public relations" ... has three meanings: (1) information given to the public, (2) persuasion directed at the public to modify attitudes and actions, and (3) efforts to integrate attitudes and actions of an institution with its publics and of publics with that institution.[2]

II. ORGANIZATION OF THE REMAINDER OF THE THESIS

The remainder of this study is organized so as to present to the reader, in Chapter II, the history of the greeting card followed by the history of Rust Craft.

Chapter III begins with a description of the top management of both Rust Craft and the parent firm, United Print-

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[2]Edward L. Bernays, Public Relations (Norman: University of Oklahoma Press, 1952), p. 3.

Toronto, Canada; Rio de Janeiro, Brazil; Lagos, Nigeria; Vienna, Austria; and Valparaiso, the Chilean. It is curiously planned to open an office in Johannesburg, South Africa.

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II. CLASSIFICATION OF THE EDUCATIONS OF THE PUBLIC

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Chapter III begins with a general view of the curriculum of both that Court and the public film, United Nati-

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[1]Edward L. Bernays, Public Relations (Norman: University of Oklahoma Press, 1952), p. 3.

ers and Publishers. Next follows facts about the greeting card industry, with emphasis on facts about Rust Craft. Then a brief description of the functions of the operating departments. This section, while strictly informational in nature, will lead the reader to a better understanding of the size and complexity of the production end of a greeting card plant. With this in mind, the reader will be able to relate Rust Craft to other medium-sized manufacturing plants -- thus seeing the public relations potentials as applicable to most similar sized manufacturers.

The next chapter is a discussion of the role of public relations in Rust Craft's organization.

Chapter V examines in some detail Rust Craft's employee relations, dealer relations, community relations and publicity.

The concluding chapter comprises the author's findings and conclusions.

The exhibits, because of their bulk, size and format, are not bound in with the text. They will be found in a separate folder attached to the cover of the thesis.

are not forthcoming. Some informed facts about the growing cord industry, with emphasis on facts about Dwyer's, then a brief description of the functions of the operating departments. This section, while entirely informational in nature, will lead the reader to a better understanding of the size and complexity of the production and of a growing cord plant. With this in mind, the reader will be able to relate Dwyer's to other medium-sized manufacturing plants -- thus making the public relations potentials as applicable to most similar sized manufacturers.

The next chapter is a discussion of the role of public relations in Dwyer's organization.

Chapter 4 examines in some detail Dwyer's employee relations, dealer relations, community relations and publicity.

The concluding chapter completes the author's findings and conclusions.

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CHAPTER II

HISTORY

This chapter tells a brief history of both the greeting card and Rust Craft -- they grew up together. The primary research source for this chapter is the Open House Edition of the Rustonian, a Rust Craft house organ.

I. THE GREETING CARD

No better history of the greeting card could be written than that adapted from "The Romance of the Greeting Card" by Ernest Dudley Chase. It is reprinted here:

> Who originated the idea of sending a greeting of friendship or love we do not know, but it is not hard to imagine even the caveman, who knew no written word and had little oral word, searching the forest for some symbol, a leaf, or a flower, to leave with his neighbor as a token of his feelings.
>
> Answering a fundamental need in all men and women, greetings, whether in symbol or written word, must have existed through all the ages, but history has not, unfortunately, preserved for us any record before 6000 B. C. (which is, nevertheless, pretty early for most of us!)
>
> Personal messages attached to New Year gifts have been found in Egyptian tombs dating back to that era. Evidence for the family album, they are the forerunners of today's gift cards.
>
> The New Year was important to the Greeks and early Romans, too. "Pennies" of copper and lucky symbols pictured on terra cotta tablets were accompanied by inscriptions wishing the recipient "A Happy and Prosperous New Year" and many of them are in museums and

Chapter II

Divine

This chapter tells a water dispery of both the crest-ing cand and hunt draft -- they grow up together. The pri-mary concern across for this chapter is the open issue ob-ligion of the Qualchiqhen, a hunt draft house argue.

I. The Qualchiqhen Qaqo

The water dispery of the greeting band could be with-ten than that adopted from "the monarchs of the dwelling land" by Armand Dudley Chase. It is repriented more:

> The orginated the idea of sending a greeting of friendship or love on the hat mons, but it is not used in langlia even the ovaqaqo, who have no written word and and little cool word, according the lorses for some symbol, a lear, or a flower, to leave with his neighbor as a token of his feelings.
>
> Answering a fundamental need in all men and women, greetings, whether in speech or written word, must have existed through all the ages, but history has mututunately, preserved for us any record before 1000 B. C. (which is, nevertheless, barely nearly for most of us!)
>
> Personal messages addressed to the lear girls were been found in Egyptian tomb dating back to 1400 B.C. Valentine for the family albums, they are the forerunners of nearly gift cards.
>
> The Sea Yaqo was important to the lovers and nearly amour, the. "Doodles" of zoqoo and lucky symbols plastered on tayes walls tablets were commemorated by inscriptions showing the religious is lovey and "precious dar lear" and many of them are in quatrain and

private collections today.

The New Year greeting appears in continental European history from then on, appearing in record off and on until about 1450 when it came to stay.

Second oldest branch of the Greeting Card family is the Valentine which had its origins way back in the pagan days of ancient Rome. Changing its character with the coming of Christianity, the Valentine, like love itself, has survived and flourished despite all obstacles through all the centuries since.

Third in the family in point of age, though first in popularity today, is the Christmas card, born in England some time between 1842 and 1846, the natural outgrowth of the New Year and Valentine greeting custom already firmly established. It soon came to America and here in the New World took on a new look.

In the early days American Greeting Cards were available only in limited numbers, but around 1875, Louis Prang, artist and genius, perfected a lithographic process capable of unbelievably accurate reproduction in quantity and entered the field. Prang's contribution to the Greeting Card world can not be overestimated. He left a rich and wonderful heritage. Rust Craft is today the proud owner of probably the largest Prang collection.

In 1890 he retired from the publishing business because poor designs cheapened the field. From 1890 to 1906 it was impossible to buy anywhere, New World or Old, a Greeting Card even slightly resembling the early English or Prang cards and so the Greeting Card industry came close to an early and unfortunate demise.

In the early 1900's men like Fred Rust, with the old ideals before them and with artistic temperament within them, gave the Greeting Card a re-birth and brought it to the position it holds in industry today.

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II. RUST CRAFT

The history of Rust Craft is, in essence, the biographies of the men and women of Rust Craft. Each, more or less, has left his mark in the page of time -- so today, this study is possible.

Fred Winslow Rust, a collector of Louis Prang's picture cards, is the focal point of the beginning of this history. In September, 1906, young Rust opened a one room bookshop on the second floor of a Kansas City office building. This, it might be said, was the forerunner of today's modern "gift shop".

Shortly after opening his shop, Rust realized a boyhood ambition. He published his first greeting card. This, a Christmas Card, was printed in black and red on deckle-edged paper -- the forerunner of today's popular French fold card.

While he sold this card only in his book shop, the card was so successful that it sold over five thousand copies between October and Christmas of that year.

In 1907, Donald E. Rust, Fred's brother, joined him as a partner. Their success with the greeting card was so tremendous that by 1908, they had the first Valentine and Easter cards ready for showing to the trade.

II. Hunt Color

The history of Hunt Lewis is, in essence, the biography of the man and women of Hunt Corp. Each, more or less, has left his mark in the years of time -- so today, this study is possible.

Fred Hinkle Hunt, a collector of Santa Fe's picture cards, is the focal point of the beginning of this history. In September, 1906, young Hunt opened a one room bookshop on the second floor of a Kansas City office building. This, it might be said, was the forerunner of today's modern "gift shop".

Shortly after opening his store, Hunt realized a boyhood ambition. He published his first greeting card. This, a Christmas Card, was printed in black and red on gold-edged paper -- the forerunner of today's popular Brown Gold card.

While he sold this card only in his book shop, the card was so successful that in only one file showed orders between October and Christmas of that year.

In 1907, Donald S. Hunt, Fred's brother, joined his as a partner. Their success with the greeting card was so tremendous that by 1908, they had the first volcanion and Easter cards ready for showing to the trade.

The years 1908 and 1909 found the Rust brothers on the road selling their wares. Fred handled the East Coast while Don took their lines to the West.

By 1910, the business had grown so large that they had to drop the retail trade and devote all of their time to manufacturing. The inevitable division of labor was forced upon them, Fred handling creation and sales, Don manufacturing and finance.

To be closer to their sources of supply, 1913 found them moving from Kansas City to Boston's India Street. There they opened with five thousand square feet of space. Thus was born "Rust Craft Publishers". That year saw, added to the family, Charlie Stevens as the sales force, and Margaret Collins as the office manager.

And the Rust Craft Family continued to grow. 1920 found them moving to 1000 Washington Street, in Boston, where more adequate space could be found.

The year 1928 found Rust Craft with 500 employees, 34 full time sales representatives from coast-to-coast, sales offices in Boston, New York, Chicago and Minneapolis. And the 150,000 square feet on Washington Street was already too small.

Fred Rust wrote most of the sentiments expressed in

The years 1908 and 1909 began the most prosperous in the Fred Smith's years. Fred handled the last crest while Sam took early lines to the east.

By 1910, the business had grown so large that they had to drop the retail trade and devote all of their time to wholesaling. The invisible division of labor was formed upon them, Fred handling operation and sales, Sam manufacturing and finance.

To be closer to their source of supply, left Fred then moving from Kansas City to Harmon's Dalls Street. There they opened with five thousand square feet of space. This was born "Sam Smith Publications". That year Sam, added to the family, Charlie Steven as the sales force, and Harper Collins as the office manager.

But the Smith family continued to grow. 1920 found them moving to 1000 Washington Street, in Boston, where more admin's space could be found.

The year 1920 found Smith with 500 employees. In full time sales representatives from coast-to-coast, main office in Boston, New York, Chicago and Minneapolis. And the 120,000 square feet on Washington Street was already too small.

Fred Smith wrote most of the textbooks expressed in

the early cards; sentiments with appeal because of their warmth and sincerity. He personally edited every verse published. And until his death in 1949, in spite of his heavy work load, he continued to write many of the verses used. Warmth and kindliness of thought. That was his basic editorial policy -- the policy still in effect at Rust Craft today.

What has contributed to the growth of Rust Craft? It is said that the high standards of writing and editing sentiments, the design and use of color, and the quality of production, are the factors contributing.

Ernest Dudley Chase merged his greeting card company with Rust Craft in 1921. He served first as Creative Director; then later as Advertising Manager. But he is most famous for his "Romance of the Greeting Card", the first and only definitive history of the greeting card industry.

1924 saw the Campbell Art Company married to Rust Craft. Campbell's chief executive, Charles J. West, became Rust Craft's general manager, and later president until his death in 1952. E. Wrightson Christopher, general manager since 1948 and President and General Manager since 1952 is today the guiding hand at Rust Craft.

In 1955, Rust Craft moved to its present site in Dedham, Massachusetts. With 350,000 square feet, the new

are only usual particulars with regard because of their merits and usually. He personally added every venue published. And until his death in 1917, in spite of his heavy work load, he continued to write many of the verses and sayings and criticisms of thought. That was his basic editorial policy -- the policy still in effect at Lost Creek today.

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Lost Creek Valley Farms marked its growing and company with Lost Creek in 1922. He started first as Creative Director then later as Advertising Manager. And he is most famous for the "Lessons of the Growing Year", the first and only descriptive history of the growing and industry.

1950 saw the Campbell Art Company merged to Lost Creek. Campbell's quite successive, Charles J. Lost, became Lost Creek's general manager, and later president until his death in 1952. A. Virginia Christopher, general manager since 1940 and President and General Manager since 1952 is Lost Creek's editing and at Lost Creek.

In 1975, Lost Creek moved to its present site in Fodors, Massachusetts, with 350,000 square feet, the new

building is the largest one floor greeting card manufacturing plant in the world. It was built at a cost of $3,500,000. In addition to the eight and three quarters acres now occupied, there are forty-eight acres adjoining available for future expansion.

In the chater that follows, Chapter III, the material presented has been compiled from three primary sources. They are the Annual Report for 1955 of United Printers and Publishers (Incorporated), an unpublished, anonymously authored manuscript from Rust Craft files, and oral interviews with Mr. Fred Rust, Jr., the Rust Craft Director of Public Relations, and his assistant.

Except where otherwise cited, the material presented in Chapters IV and V finds its sources mainly from oral interviews with Mr. Rust and his assistant, Mrs. Cloud (Rustie) and her assistant, the above mentioned manuscript, and the files of Rust Craft. Included in the files were back issues of the house organs and clippings.

building is the largest one floor working care manufacturing plant in the world. It was built at a cost of $3,000,000. In addition to the eight and three quarters acres now occupied, there are forty-eight acres adjoining available for future expansion.

In the chapter that follows, chapter III, the material presented has been compiled from three primary sources. They are the annual report for 1929 of United Printers and Publishers (Incorporated), an organization, seemingly entirely manufacturing from Dust Cover Files, and part interviews with Mr. Fred Dust, Jr., the Dust Cover director of public relations, and his assistant.

Except where otherwise cited, the material presented in Chapters IV and V that follows stems from oral interviews with Mr. Dust and his assistant, Mrs. Claud (Dustie) and her assistant, the above mentioned manufacturer, and the files of Dust Cover. Included in the files were back issues of the house organ and clippings.

CHAPTER III

RUST CRAFT AND THE INDUSTRY

The leading greeting card manufacturers in the United States in the order of their rank in volume of sales are:

HALLMARK CARDS, INC., Kansas City, Missouri.

RUST CRAFT PUBLISHERS, Dedham, Massachusetts.

GIBSON ART COMPANY, Cincinnati, Ohio.

NORCROSS, New York, New York.

I. UNITED PRINTERS AND PUBLISHERS

Rust Craft Publishers is a division of United Printers and Publishers (Incorporated) -- a member of that family since 1932. With headquarters at Joliet, Illinois, the other members of the family comprise these divisions: The Gerlach-Barklow Company, The P. F. Volland Company, The Artographic Corporation and Greetings, Inc.

United Printers and Publishers' Divisions

The products of the various divisions of United Printers and Publishers, except Rust Craft, are presented here for informational purposes.

Gerlach-Barklow Co. The Gerlach-Barklow Company, of Joliet, Illinois, is the pioneer in the art calendar field. They also specialize in manufacturing other good-will adver-

CHAPTER III

GOOD CHEER AND THE INDUSTRY

The leading jewelry and manufacturing in the United States in the order of their rank in volume of sales are:

Allegheny County, Pa., Kansas City, Missouri.
Good Cheer Publishing, Oakland, Massachusetts.
Ottawa Art Center, Cleveland, Ohio.
Concord, New York, New York.

1. Good Cheer Publishing Co.

Each Cheer Publishing Co. is a division of United Printers and Publishers (Incorporated) -- a member of that family since 1922. With headquarters at Joliet, Illinois, the other members of the family comprise three divisions: The Cartwright Lithographic Company, the J. J. Holland Company, the Artcraft Corporation and Creeling, Inc.

Joint Printing and Publishing Activities

The products of the various divisions of United Printers and Publishers, except Good Cheer, are presented here for informational purposes.

Cartwright-Holland Co. The Cartwright-Holland Company, of Joliet, Illinois, is one pioneer in the art calendar field. They also specialize in manufacturing other good-will adver-

tising media.

P. F. Volland Co. The P. F. Volland Company, of Chicago, Illinois, manufactures the less expensive type greeting card for chain store sale.

Artographic Corp. The Artographic Corporation, of Chicago, Illinois, is the printing company for all the divisions of United Printers and Publishers. It also handles the same merchandise lines as Gerlach-Barklow.

Greetings, Inc. Greetings, Inc. manufactures and sells to major variety chains and independent variety stores; similar in product to Volland.

United Printers and Publishers Management

The officers and directors of United Printers and Publishers is presented here to enable the reader to see how well control is exercised by certain individual divisions.

The Board of Directors. The directors of United Printers and Publishers is listed below. Mr. Yeager also represents Greetings, Inc., as he is handling the general management of the company in addition to his duties in United Printers and Publishers. While Gerlach-Barklow's President, Mr. Irving L. Greene, is not represented on the Board, Mrs. Faulkner may be assumed to be representing the company as she is the

trading media.

L. P. Holland Co. The L. P. Holland Company, of Chicago, Illinois, manufactures the Lee expansive type greeting card for sale in these sale.

Arkansaville Corp. The Arkansaville Corporation, of Chicago, Illinois, is the parent company for all the divisions of United Printers and Publishers. It also handles the same merchandise lines as Carlson-Marlow.

Greetings, Inc. Greetings, Inc. manufactures and sells to major variety chains and independent variety stores; similar in product to Holland.

Major Printers and Publishers Management

The officers and directors of United Printers and Publishers is presented here to enable the reader to see how well control is exercised by certain individual divisions.

The Board of Directors. The directors of United Printers and Publishers is listed below. Mr. Sawyer also represents Greetings, Inc., as he is handling the general management of the company in addition to his duties in United Printers and Publishers. While Carlson-Marlow's president, Mr. Irving L. Greene, is not represented on the board, Mrs. Sullivan may be assumed to be representing the company as she is the

widow of Gerlach. Mr. Greene is also the presiding officer of Artographic. Mr. Reily and Mr. Meiners both are members of A. C. Allyn & Company, Chicago, Illinois -- the investment company for United Printers and Publishers.

Robert M. Stoddard, President and Chairman of the Board

Winston Yeager, General Manager -- Joliet Divisions

John H. Reily

John C. Meiners

Bernice G. Faulkner

Donald E. Rust, Rust Craft Publishers

E. Wrightson Christopher, Rust Craft Publishers

<u>The Officers.</u> Presented below, is a listing of the officers of United Printers and Publishers. The author suggests that the reader bear these names in mind as some of them appear again in the next section on Rust Craft management. This raises a question. Who does the hiring and firing? The author has been unable to determine the answer to this question. Perhaps, and quite properly so, it best remain unanswered. It will be noted that the word, "family", often appears when talking about Rust Craft and/or United Printers and Publishers. Since the sense of family appears both figuratively and literally -- it is felt that strangers should keep their noses out of other family affairs. Accordingly, the author has so done.

widow of Lenin. Dr. Wagner is also the presiding officer of Arbeitsgemeinschaft, Mr. Tally and Mr. Hilmer both are members of A. G. Alpha Gesellschaft, Cologne, Germany -- the investment company for United Printers and Publishers.

Robert A. Stoddard, President and Chairman of the Board Hibben Tabor, General Manager -- Joint Operations

John E. Tally

John C. Hilmer

Bernice A. Faulkner

Donald E. Hunt, Hunt Credit Publishers

A. Wolfgang Christopher, Hunt Credit Publishers

The Officers. Presented below, is a listing of the officers of United Printers and Publishers. The author wonders that the reader bear these names in mind as some of them appear again in the next section on Hunt Credit Management. This raises a question. Who does the hiring and firing? The author has been unable to determine the answer to this question. Perhaps, and quite properly so, it best remains unanswered. It will be noted that the word, "Family", often appears when talking about Hunt Credit and/or United Printers and Publishers. Since the issue of family appears both figuratively and literally -- it is fact that managers should keep inside their sphere of proper family affairs. Accordingly, the author has so done.

Robert H. Stoddard, President

H. Wrightson Christopher, Vice President

J. M. Reily, Vice President

R. E. Rust, Vice President

Winston Yeager, Vice President

Grant Gillam, Secretary and Comptroller

Bernice G. Faulkner, Assistant Secretary

John Luecker, Assistant Secretary and Asst. Comptroller

John C. Meiners, Treasurer

Walter R. Wharton, Assistant Treasurer

Walter Bird, Assistant Treasurer

II. RUST CRAFT PUBLISHERS

Rust Craft Publishers, a division of United Printers and Publishers (Incorporated), is the second largest manufacturer of high quality greeting cards in the United States; the largest in the World. Their product is sold throughout the civilized world, from Singapore and Hong Kong eastward to Pakistan and India, from Brazil northward to Alaska. They have offices in nine principal cities throughout the United States; and in five foreign countries. (See Chapter I.)

Rust Craft Management

Having examined the top management of the parent company, United Printers and Publishers, presented next for

Robert E. Lowery, President

E. Wallace Cunningham, Vice President

J. E. Kelly, Vice President

J. A. Kurz, Vice President

Elmer Tadyr, Vice President

Carol Gilles, Secretary and Comptroller

Bernice G. Tadyr, Assistant Secretary

John Lumsden, Assistant Secretary and Asst. Comptroller

John E. Wallace, Treasurer

Walter E. Morton, Assistant Treasurer

Walter Kurz, Assistant Treasurer

II. DUST CROP PUBLISHING

Dust Crop Publishers, a division of United Trades and Publishers (Incorporated), is the second largest manufacturer of high quality greeting cards in the United States, the largest in the World. Their product is sold throughout the civilized world, from Singapore and Hong Kong, northward to Fairbanks and India, from Brazil northward to Alaska. They have offices in nine principal cities throughout the United States, and in five foreign countries. (See chart I.)

Dust Crop's Importance

During essentially the top management of the United company owned volumes and publishers, practically dust Dor

examination are the directors and officers of Rust Craft. The reader will observe that many of the names appearing in the roster of United Printers and Publishers' top management also appear here.

The Board of Directors. The Board of Directors of Rust Craft Publishers is listed below.

Donald M. Rust, Chairman

E. Wrightson Christopher, President

Frank P. Doolin

Grant Gillam

Wm. P. Havican

John C. Meiners, A. C. Allyn & Co.

The Officers. The officers of Rust Craft are presented next. It is to be noted that Mr. Gillam and Mr. Bird hold comparable offices in both Rust Craft and United Printers and Publishers.

E. Wrighston Christopher, President and General Mgr.

Ernest D. Chase, Vice President

Wm. P. Havican, Vice President and Art Director

Wyman S. Randall, Vice President

Frank R. Shaw, Vice President

Charles W. Stevens, Vice President

Oliver D. Wyman, Secretary

Margaret W. Collins, Asst. Secretary and Asst. Treasurer

association and the directors and officers of that Corp.
The raider will observe that many of the names appearing
in the master of radio stations and broadcasting and manu-
facturing also appear here.

The Board of Directors. The Board of Directors of
Dark Corp. Publishers is listed below.

Pierce E. Dark, Chairman

C. Wellington Cornelsopher, President

Jesse I. Smith

Grant Gilles

Mr. F. Bevlaen

John C. Brinkman, A. C. Allin & Co.

The Officers. The officers of Dark Corp. are presented
here. It is to be noted that Mr. Allin and Mr. Dark hold
confidential offices in both Dark Corp. and United Publishing
Publishers.

C. Wellington Cornelsopher, President and General Mgr.

Jerome D. Dark, Vice President

Mr. F. Bevlaen, Vice President and Asst Treasur

Wyman A. Smith, Vice President

Frank E. Shaw, Vice President

Lawrence A. Stevens, Vice President

Oliver D. Young, Secretary

Thomas F. Collins, Asst. Secretary and Asst. Treasurer

Walter J. Bird, Treasurer

J. R. Littleton, Assistant Treasurer

Grant Gillam, Comptroller

Frank P. Doolin, Plant Superintendent

Jonathan Wolcott, Sales Promotion Director

Fred W. Rust, Jr., Director of Public Relations

Flora M. Wentworth, Advertising Director

III. THE INDUSTRY

The author here presents some facts about the Greeting Card industry that completes the picture for the reader. The below information has been taken from data compiled by Rust Craft employees. The author takes no responsibility for the accuracy of any of the below statements. However, the author has no reason to doubt their accuracy.

Facts about the Greeting Card Industry

1. Approximately four billion cards are purchased yearly in the United States.

2. 85% of all greeting cards are purchased by women.

3. Average person purchases eight cards yearly amounting to $1.57 per person per capita.

4. Greeting Cards is a $250,000,000. industry.

5. 75% of greeting card sales are made by retailers. 25% of sales made outside of retail stores direct to consumer.

6. There is a 50% mark-up on greeting cards.

Walter A. Hird, Treasurer

A. J. Lightner, Assistant Treasurer

Jack Gilles, Controller

Frank T. Lewis, Hard Coverbookbinder

Jerome Gilbert, Sales Promotion Director

Fred W. Hart, Jr., Director of Public Relations

Clare G. Vandeveer, Advertising Director

III. THE REPORT

The author here presents some facts about the Lowell Card Industry that accompanies the pictures for the reader. The below information was taken from data compiled by Hart Craft employees. The author takes no responsibility for the accuracy of any of the below statements. However, his author has no reason to doubt their accuracy.

<u>Facts about the Greeting Card Industry</u>

1. Approximately four billion cards are purchased yearly in the United States.

2. 60% of all greeting cards are purchased by women.

3. Average person purchases eight cards yearly amounting to $14.17 per person per capita.

4. Greeting Cards is a $630,000,000. Industry.

5. 75% of greeting card sales are made by retailers. 25% of sales made outside of retail stores direct to consumer.

6. There is a 50% markup on greeting cards.

7. 11% of all postal revenue is from Greeting Cards.

8. The first greeting card was a Christmas Card made by an Englishman in 1842. Manufacture of greeting cards began in England shortly after and in addition to Christmas cards, birthday, New Year and Easter cards were manufactured and exported to America.

9. Louis Prang started the manufacture of greeting cards in America in 1875 when his first Christmas cards were published in Roxbury, Massachusetts. The first year they were sent to England for ready sale and were so successful, the next year they were placed on the American market and his business flourished.

10. After Louis Prang's introduction of cards in America, many poorly made cards began to flood the market from other sources and Mr. Prang, being a perfectionist, abandoned his card business in 1890.

11. Cards were practically non-existant after 1890, both in American and European markets until 1906 when the industry was revised (sic) when Mr. Fred Rust, founder of Rust Craft Publishers, created a Christmas Card from (sic) his bookshop in Kansas City, Missouri.

12. Mr. Rust's first Christmas card was so successful that other titles were added, and in 1913 Mr. Rust moved his greeting card business to Boston. It was through the success of Mr. Rust's first cards in America that the greeting card industry has grown to the proportions it now is today.

Facts about Rust Craft Publishers

1. Upwards of two-hundred million cards are printed yearly by Rust Craft.

2. Four-thousand individual numbers are created each year in addition to re-sellers.

3. Two-hundred different titles in the Christmas line alone which consists of between six-hundred and seven-hundred numbers.

4. Two Rust Craft lines -- Seasonal and Everyday -- Season line: 13 numbers; Everyday line: 18 numbers.

7. 11% of all postal revenue is from greeting cards.

8. The first greeting card was a Christmas card made by an Englishman in 1843. Manufacture of greeting cards began in England shortly after and in addition to Christmas cards, birthday, New Year and Easter cards were manufactured and exported to America.

9. Louis Prang started the manufacture of greeting cards in America in 1875 when six first Christmas cards were published in Roxbury, Massachusetts. The first year they sent back to England for ready sale and were so successful, the next year they were placed on the American market and his business flourished.

10. After Louis Prang's introduction of cards in America, many poorly made cards began to flood the market from other sources and Mr. Prang, being a perfectionist, abandoned his card business in 1890.

11. Cards were practically non-existent after 1890, both in America and European markets until 1906 when the industry was revived (sic) when Mr. Fred Hall founder of Hall Brothers Publishers, created a Christmas card from (sic) his bookmarks in Kansas City, Missouri.

12. In, Hall's first Christmas card was an successful but other titles were added, and in 1915 Mr. Hall moved his greeting card business to Boston. It was through the efforts of Mr. Hall's first cards in America that the greeting card industry has grown to the proportions it has in today.

Facts about Hall Greeting Publishers

1. Upwards of two-hundred million cards are printed yearly by Hall Brothers.

2. Four-thousand individual members are employed each year in addition to re-sellers.

3. Two-hundred different titles in the Christmas line along with complete of between six-hundred and seven-hundred numbers.

4. The Hall Cards line -- Personal and Everyday -- boasts three hundred thousand Hallmark members.

5. 100,000 verses kept on file in the Verse Department.

6. Rust Craft employs 1,500 persons in the United States.

7. Enough white satin purchased yearly for greeting card bows to make up several thousand wedding gowns.

8. Manufactures the highest quality cards in the industry.

9. Originated the braille cards.

10. Excells in religious designs.

11. Rust Craft is the only publisher that prints offset on Ethocel.

12. Largest percentage of finished production done by hand. 40% of cards have either card attachments or some other hand work.

13. Work 24 to 48 months in advance in planning; one year in advance in printing; and, six months in advance in selling.

14. Originated the stock-control system of buying in 1933.

15. Only top grade merchandise used in manufacture of greeting cards.

Rust Craft Lines

Rust Craft makes two lines of greeting cards. In addition, they also produce what they call the Boxed Note line.

Seasonal Line. Rust Craft's seasonal line consists of thirteen numbers:

Christmas, New Year's Day, Jewish New Year, Halloween, Thanksgiving, Easter, Mother's Day, Father's Day, Grad-

5. 100,000 persons keep on file in the home department.

6. Hart Cart employs 1,000 persons in the United States.

7. Though white metal purchased yearly for greeting card boys to make up several thousand wedding gowns.

8. manufactures the highest quality cards in the industry.

9. Originated the lucky card.

10. Excelle in religious designs.

11. Hart Cart is the only publisher that permits artist on Atlanta.

12. Largest percentage of finished production done by hand. 40% of cards have ribbon and attachments or some other hand work.

13. Work 2M to 3M months in advance in planning; one year in advance in publicity ads, six months in advance in selling.

14. Originated the stock-control system of buying in 1927.

15. Only top grade materials used in manufacture of greeting cards.

Hart Cart Lines

Hart Cart makes six lines of greeting cards. In addition, they also produce wool rug yarn in the same line.

Seasonal line. Hart Cart's seasonal line consists of Valentine sentiments.

Christmas, New Year's Day, Jewish New Year, Halloween, Thanksgiving, Easter, Mother's Day, Father's Day, Cupid.

ation, Children's Day, St. Patrick's Day, Valentine's Day, and Friendship Day.

Everyday Line. Rust Craft's everyday line consists of seventeen numbers:

General Birthday, Humorous Birthday, Special Birthday, Child's Birthday, Year Birthday, Baby Congratulations, Congratulations, Anniversary, Travel, Illness, Sympathy, Gifts, Thank You, Birth Announcement, Invitations, and Religious.

Boxed Note Line. The boxed note line consists of two numbers, "Hasti-notes" and "Handi-notes."

Sales Distribution

While the following data is somewhat stale because of its age, assurance has been given that there has been no significant change during the intervening years. Rust Craft has supplied the following data on sales distribution:

SALES DISTRIBUTION

STATIONERY DEPARTMENT	PERCENTAGE
Greeting Cards	30.7%
Stationery and Notes	24.2%
Fountain Pens and Pencils	12.4%
Playing Cards and Games	7.3%
Gift Wraps	6.5%
Leather Goods	5.2%
Typewriters	2.8%
Miscellaneous	10.9%

Taken from Department Store Economist, July, 1949...Stationery sales in department stores with annual sales over $1 million.

vision, Guadalupe Day, St. Patrick's Day, Valentine's Day, and Fraternity Day.

Favorite line. Just omit's everyday line consists of seventeen numbers:

General birthday, Vacuous birthday, Special birthday, Guild's birthday, Race birthday, Lady Congratulations, Con vocations, Anniversary, Travel, Illness, Sympathy, Gifts, Thank You, Birth Announcement, Invitations, and Holidays.

Based Rate line. The based rate line consists of two numbers, "Based-rates" and "Bandl-rates."

Sales distribution

While the following data is somewhat stale because of its age, sufficiency has been given that there has been no significant change during the intervening years. Just Cards has supplied the following data on sales distribution:

SALES DISTRIBUTION

Distributed Department	Percentage
Specialty Cards	30.7%
Stationery and Notes	28.3%
Boutique Item and Jewelry	11.1%
Playing Cards and Games	7.2%
Gift Wrap	6.0%
Leather Goods	5.5%
Keepsakes	5.0%
Miscellaneous	10.2%

Taken from Department Store Economist, July, 1987, "Gift-wrap sales in department stores with annual sales over $1 million."

Greeting cards produce more dollar sales than any other classification in the department. In many stores they have contributed an even greater percentage.

DEPARTMENT STORES		PERCENTAGE
Everyday		57.0%
Christmas *		16.9%
Counter	16.0%	
New Year	.6%	
Thanksgiving	.3%	
Valentine		9.9%
Valentine	9.5%	
St. Patrick	.4%	
Easter		8.0%
Mother Day		4.6%
Father Day		2.5%
Graduation		1.1%

* -- NOT INCLUDING PROMOTIONAL MERCHANDISE. Available figures indicated the volume of Christmas Box Assortments to be equal to the Christmas Counter Business and the volume of Everyday note cards to be 10% of the Everyday Counter Business.

INDEPENDENT STORES		PERCENTAGE
Everyday		49.0%
Christmas *		20.0%
Counter	19.0%	
New Year	.7%	
Thanksgiving	.3%	
Valentine		12.0%
Valentine	11.6%	
St. Patrick	.4%	
Easter		9.0%
Mother Day		5.5%
Father Day		3.0%
Graduation		1.0%

* -- NOT INCLUDING PROMOTIONAL MERCHANDISE. Available figures indicate the volume of Christmas Box Assortments should amount to 50% of the Christmas Counter Business and the volume of Everyday note cards should be 7% of the Everyday Counter Business.

Results until previous were fairly using there any other-direction in his experiment. In many always they have con-ducted as year average percentage.

[illegible]	[illegible]	[illegible]
Everyday		27.0%
Birthdays +		32.0%
Teacher	16.0%	
Sex Year	.0%	
Transactivity	.2%	
Valentine		9.0%
Valentine	7.0%	
St. Patrick	.2%	
Easter		6.0%
Father Day		4.0%
Mother Day		5.0%
Graduation		1.2%

c — not including professional performance. Available figures indicated the values of Christmas for Arrangements to be equal to the Christmas Dollar Dollars and the values of Everyday note works to be 32% of the Everyday Counter Dollars.

[illegible]	[illegible]	[illegible]
Everyday		27.0%
Birthdays +		20.0%
Teacher	17.0%	
Sex Year	.2%	
Transactivity	.2%	
Valentine		11.0%
Valentine	11.0%	
St. Patrick	.2%	
Easter		7.0%
Father Day		4.0%
Mother Day		5.0%
Graduation		1.2%

e — not including professional performance. Available figures indicate the values of Christmas for Arrangements should amount to 20% of the Birthdays Counter Dollars and the values of Everyday note cards should be 7% of the Everyday Counter Dollars.

IV. RUST CRAFT OPERATING DEPARTMENTS

At this point, many pages of material could be inserted on the operating departments of Rust Craft. Since this is a study in public relations and not one in the manufacture of greeting cards, a very brief description of the function of each department will be presented.

Statistical Planning Department

The basic purpose of the Statistical Planning Department is to maintain a salable and profitable line of greeting cards. This is done by the analysis of sales, salesmen's and dealer's comments, reactions, market conditions, trends and records.

Creative Planning Department

The most important function of the Creative Planning Department is the making of design and idea suggestions on the work envelopes to give leads to the Art Department and Verse Department; and to keep the best possible variety in the lines at all times by constantly striving for new ideas.

Production Planning Department

This department plans production from the standpoint of interpreting sales and deciding on the volume that can be done in a particular line, and the breakdown of volume so that when manufactured, the line will hold together as long

IV. Post Secret Operation Experiments

At this point, many pages of material could be inserted on the operation departments of Sears Corp. Since this is a study in public relations and not one in the manufacture of creating cards, a very brief description of the function of each department will be presented.

Statistical Planning Department

The basic purpose of the Statistical Planning Department is to maintain a reliable and profitable line of greeting cards. This is done by the analysis of sales, salesmen's and dealers' comments, questions, service complaints, trends and records.

Creative Planning Department

The most important function of the Creative Planning Department is the making of design and idea suggestions for the work envelopes to give leads to the art department and have importance; and to keep the best possible variety in the lines of all times by constantly striving for new ideas.

Production Planning Department

This department plans production from the standpoint of interpreting sales and deciding on the volume that can be done in a particular line, and the premium of volume so that when manufactured, the line will hold together as long

as possible, at the same time ending up with a reasonable inventory. It is this department that determines the exact number of each card that should be printed.

Production Control Department

The Production Control Department is concerned chiefly with the manufacturing of the cards. Here is done the actual follow-up and expediting of all merchandise. This department might be well described as the nerve-center of the entire operation.

Dispatching Department

The chief function of the Dispatching Department is to handle any printing and reproduction that must be done outside the plant.

Art Department

The Art Department produces the designs for the cards. In addition to the staff artists, designs are secured from about ten outside artists who work exclusively for Rust Craft.

Verse Department

The Verse Department makes the heart of the card -- the sentiment. A file of over 100,000 verses is kept. Many verses are secured from outside writers. (Those that are chosen from this source are purchased at an average rate of $.50 per line. A dollar and up per line is paid for perfect

as possible, at the same time ending up with a reasonable inventory. It is this department that determines the exact number of each card that should be printed.

Production Control Department

The Production Control Department is concerned chiefly with the manufacturing of the series. Here is done the actual follow-up and expediting of all merchandise. This department might be well described as the nerve-center of the entire operation.

Distributing Department

The chief function of the distributing department is to handle any printing and reproduction that must be done outside the plant.

Art Department

The Art Department produces the designs for the cards. In addition to the staff artists, designs are secured from about ten outside artists who work exclusively for Hart Cards.

Verse Department

The Verse Department makes the heart of the card — the sentiment. A file of over 100,000 verses is kept. Many verses are secured from outside writers. Those that are taken from this source are purchased at an average rate of $4.00 per item. A dollar and up per line is paid for poetry

verses.) Much verse material is submitted by free lance writers. This has to be edited, revised and polished, (or rejected), by this department.

Humor Department

The Humor Department handles about 400 humorous cards a year. Most of the verses come from outside sources although some are originated in the department. Some are taken from "best sellers" of years past. The largest percentage of humorous cards are the birthday cards, followed by the illness line.

Stock Control Department

The Stock Control Department operates the stock control system. Stock control is a hand-built system which is known as controlled or simplified buying. It eliminates dealers from having to buy out-of-the-bag from salesmen's samples. Stock control is a great time and money saver. It is preferred that dealers purchase greeting cards according to this system which was created by Rust Craft and put into practice in 1933.

Purchasing Department

As its name implies, the Purchasing Department handles all requisitions for supplies and materials used in the making of cards. Only top grade materials are used in every-

woman.) Such value as material is furnished by these issue writers. This has to be edited, verified and polished, (or amplified) by this department.

Space Department

The Space Department handles stories for newspaper series & books. Most of the writers work from outside sources although some are employed in the department. Some are known from "best sellers" of years past. The largest percentage of manuscripts merit are the fiftieth cards, followed by the fifty-nine lists.

Stock Control Department

The Stock Control Department operates the stock control system. Stock control is a card-file system which is known as controlled or simplified buying. It eliminates desires from having to buy out-of-the-box from salesmen's samples. Stock control is a great time and money saver. It is practised that designs previous greeting cards according to this system which was created by Jack Orkin and put into practice in 1932.

Purchasing Department

As the name implies, the purchasing department handles all requisitions for supplies and materials used in the making of cards. Only top grade materials are used in every-

thing that is ordered. It might be well to digress here and mention the papers that are used. Sulfite papetrie, Vegetable parchment and Kromekote are the papers. Purchased in stock, 42 inches by 58 inches, 92 carloads are ordered yearly -- which is 3,300,000 pounds, or $700,000. worth.

Plant Superintendent's Office

The Plant Superintendent's Office is the clearing house of Rust Craft. Here it is possible to discover within a matter of minutes the stage of production of any individual card.

Production Departments

The Litho Art Department is the first step in actual production. Here is where the half-tones and color seperations are made. Accuracy is the key in this department; it is here where the all-important "fit" for the four color process is made. Then there is the Plate, Stripping and Staging Department. Since this is not a study on lithography, this department is mentioned only in passing. Also, there are the Offset Press Department, the Letterpress Department, the Die Making Department, the Die Cutting Department, the Straight Cutting Department, and the Silk Screen Department.

Inspection Department

Here is the "why" of Rust Craft quality. The Inspection Department inspects four to five million cards a week, and

Only that is defined. It might be useful to digress here and mention this report that has been. Utility expenses, varnishes paychecks and Economics are the layers. Concerned in which, by large by 30% income, 92 available are ordered yearly — which is 3,320,000 pounds, or 670,000, works.

Plant Superintendent's Office

The Plant Superintendent's office is the closeing house of Jane Field. Here it is possible to discover within a matter of minutes the stage of production of any individual card.

Production Department

The files are important in the first step in actual production. Here is where the half-loaf and solar expressions are made. Accuracy is the key in this department; it here where the all-important "fit" for the four-color process is made. Then there is the Plate, Stripping and Engine Department. Since this is not a study on stereotypy, this department is mentioned only in passing. Also, there are the Letter Press Department, the Lithography Department, the Die Making Department, the Tint Block Department, the Designing Utility Department, and the Air Brush Department.

Inspection Department

Here is the "Map" of Jane Field quality. The Inspection Department inspects four to five million cards a week, and

re-inspects about 190,000. It covers four operations: inspection (34 girls), re-inspection (9 girls), counting (6 girls) and bending and storing (3 girls). Every card is examined for defects. Off-register wrinkles, stockmarks, ink marks or spots, screen process defects, dirt or oil -- all are cause for rejection.

Finishing Department

The Finishing Department has charge of all attachments and trimmings to cards, all hand folding, inspection, salvaging and salesmen's samples. In addition, this department cellophane wraps by hand all birth announcements, party invitations and Jewish New Year cards. All cards which sell for $1.00 or more are hand packed here.

Machine Folding Department

The Machine Folding Department operates 16 Cleveland machine folders. The average production is about 30,000 per machine per eight hour shift. Three-fourths of each line is machine folded.

Box and Box Assortment Department

These combined departments box process all of Rust Craft's cards, Handi-notes and Hasti-notes. The cards are counted by machines but are boxed by hand. Here boxes are labled, storage is handled and credits returned from the cus-

re-designed about 370,000. It serves than commodiment lu-xuriates (34 girls), we-lingerie (9 girls), counting (4 girls) and smoking and sleeping (3 girls). Every used is ex-amined for defects. Off-regulator wristlets, abominable lab sweat or cuts, screen pictures defrosts, dust or oil -- all are sent for rejection.

Finishing Department

The Finishing Department has charge of all knickerbocks and underwear to cuts, all hand folding, inspection, mainting and delivery's samples. In addition, this department sells-plans wraps by hand all kind commencements, party invitations and decals for your cards. All order solab sell for $1.00 or more are hand packed here.

Machine Folding Department

The Machine Folding Department operates 14 diversions machine folders. The average production is about 30,000 per machine per eight hour shift. Dress-forms of each line is mention-tained.

Box and Box Assembly Department

These combined departments can process all of Hart Craft's cards, small-boxes and travel-cases. The cards are counted by machines but are hand by hand. Here items are lafled, remedy is handled and credits returned from the cus-

tomers are taken care of.

Order Department

The Order Department is divided into two units, Seasonal and Everyday. About 700 orders a day are filled, moving 90,000 boxes of cards.

Shipping Department

"Accuracy and speed means on-time delivery." That's the motto of the Shipping Department. This department works three shifts a day, five days a week sending Rust Craft Cards all over the United States, to Canada, Hawaii, Alaska, Bermuda, Brazil, the Argentine, Hong Kong, Singapore, the Bahamas, Pakistan, Ireland, Israel, Panama and Venezuela. Fifty percent of the shipments from the plant are made by truck. The remainder is loaded aboard freight cars at the plant's rail siding.

Receiving, Storage and Transportation Department

The Receiving, Storage and Transportation Department handles about $3,000,000. worth of work materials each year -- from feathers for attachment to cards, to giant four color presses. In between receiving, storing and shipping, special attention jobs, such as special packing, waterproof wrappings, and the like, are done here.

tomers are taken care of.

Order Processing

The order Department is divided into two units, Canadian and Overseas. About 700 orders a day are filled, movies 50,000 loaves of bread.

Shipping Department

"Economy and speed means co-ops delivery." That's the motto of the Shipping Department. This department works three shifts a day, five days a week sending fast fruit cakes all over the United States, to Canada, Australia, Japan, Germany, Israel, the Philippines, Hong Kong, Singapore, the Bahamas, Bermuda, Ireland, Israel, Iranan and Tunisia. Fifty percent of the shipments from the plant are made by truck. The remainder is loaded aboard freight cars at the plant's rail siding.

Receiving, Storage and Transportation Department

The Receiving, Storage and Transportation Department handles about 3,000,000, worth of raw materials each year -- from fruitcake for a tournament in Reno, to plant food process. In between receiving, storing and shipping, numerous auxiliary jobs, such as supply ordering, maintenance, and the like, are done here.

CHAPTER IV

RUST CRAFT AND PUBLIC RELATIONS

In this chapter, the author presents the public relations philosophy of Rust Craft. This is done by painting the picture showing the relationships between advertising, sales, and public relations. This is followed by a discussion of public relations at Rust Craft.

I. ADVERTISING

The Advertising and Sales Promotion Department coordinates the plans of the Sales Department with Rust Craft's Advertising and Public Relations Agency, Chambers and Wiswell, Inc., and those of the Dealer's Helps and Advertising Departments.

Contrasted with the work of the Sales Department which has to do with the "personal" side of selling, Sales Promotion and Advertising deals with the "impersonal" side of selling Rust Craft and its product, both to the dealers and to the ultimate consumer.

Advertising and Dealer's Helps Department

The Advertising and Dealer's Helps Department functions primarily to supply Rust Craft dealers with all types of selling helps. Under this classification come background window

CHAPTER IV

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I. ADVERTISING

The Advertising and Sales Promotion Department coordinates the plans of the Sales Department with Rust Craft's Advertising and Public Relations Agency, Ketchum and Wilwell, Inc., and those of the Dealer's Sales and Advertising Departments.

Concerned with the work of the Sales Department which has to do with the "personal" side of selling, Sales promotion and Advertising deals with the "impersonal" side of selling Rust Craft and its product, both to the dealers and to the ultimate consumer.

<u>Advertising and Dealer's Sales Department</u>

The Advertising and Dealer's Sales Department functions primarily to supply Rust Craft's dealers with all types of selling helps. Under this classification come background binder

displays, streamers, signs, rack signs, title markers, news mats, calendars of memory, vinylite calendars, envelope enclosures, pamphlets, price tickets, wire displays, turntables, and many other items of a similar nature.

This department also prepares, in cooperation with the Advertising Agency, Chambers and Wiswell, trade magazine advertisements, special circulars, and statement enclosures. It also creates special birthday and anniversary greetings for individuals as well as occasional special displays for outstanding events. This public relations function is gradually shifting to the Director of Public Relations.

The Advertising and Dealer's Helps Department plans, designs and creates. In addition, it takes care of manufacturing and distribution details for all material, with few minor exception. Copy is written for pamphlets, news releases, special booklets, and tie-in copy necessary for display or dealer help items. This, Rust Craft believes, is the way it should be done. But in actual practice, more and more of the responsibility is falling on the Director of Public Relations.

Besides coordinating and supervising the work of the department, the department head is responsible to see that the dealer helps and promotional items are planned, created, and delivered on schedule; and to see that the salesmen are fully

displays, streamers, signs, pole signs, title banners, pennants, valances of canopy, vinylite valances, envelope enclosures, pamphlets, price tickets, wire display, turntables, and many other items of a similar nature.

This department also prepares, in cooperation with the Advertising Agency, Chambers and Stewart, trade magazine advertisements, special circulars, and statement enclosures. It also creates special birthday and anniversary greetings for individuals as well as occasional special displays for celebrating events. This public relations function is greatly adding to the image of public relations.

The Advertising and Dealer's Helps Department plans, designs and creates. In addition, it takes care of receiving, storing and distribution details for all material, with few minor exceptions. Copy is written for pamphlets, news releases, special booklets, and tie-in copy necessary for display or dealer help items. This, Dear Dave believes, is the way it should be done. But in actual practice, more and more of the responsibility is falling on the creator of public relations.

Dealers coordinating and supervising the work of the department, the difference need is reasonable to see that the dealer help and promotional items are planned, created, and delivered on schedule, and to see that the salesmen are fully

advised regarding the material developed so that they in turn, may get it into the hands of the dealers for proper display and distribution.

Who does it

Prior to the employment of Chambers and Wiswell, a New York firm handled all Rust Craft advertising. Because of the distance and the fee arrangement, this firm proved to be unsatisfactory to the management of Rust Craft. A Boston firm, and a fee basis for both Advertising and Public Relations, prompted Rust Craft to engage Chambers and Wiswell.

Originally, the amount spent was divided with 80% to advertising and 20% to public relations. Rust Craft claims today that the budget is split about 50-50. However, Rust Craft does not make any distinction between sales promotion and public relations. Evidently, some quarters of management feel that public relations is a function of sales promotion. However, there is no set policy (that is published) regarding this.

Apparently, there is excellent harmony and liaison between Chambers and Wiswell and Rust Craft. They claim that there is always consultation before any tasks are undertaken. And nothing is done without the knowledge and prior consent of the other.

which provide the material designer an open map to know why and it into was made or how designs for proper display and interpretation.

Who Does It

Prior to the employment of Chambers and Wilsonll, a few town film boards all been great advertising. Because of the distance and the expenses, this film proved to be unsatisfactory to the management of Best Craft. A better film, and a far more rich advertising and media satisfaction, presented Best Craft to employ Chambers and Wilsonll.

Initially, the account spent two divided with 80% to advertising and 20% to public relations. Best Craft claims today that the budget is split about 50-50. Somewhere Best Craft does not make any distinction between sales promotion and public relations. Privately, some executive management feel that public relations is a function of sales promotion. However, there is no set policy that is published regarding this.

Currently, there is assistant manager and liaison between Chambers and Wilsonll and Best Craft. They claim that there is simply communication before they takes are undertaken. Not nothing is done without the knowledge and prior consent of the owner.

Newspaper and other releases are made either by Rust Craft or Chambers and Wiswell, with the knowledge and consent of the other. Generally speaking, most strictly public relations releases are made by Rust Craft, while the agency makes the promotional and sales type releases. This fine distinction, however, does not always hold true. And there seems no set policy exists in this regard. (See exhibits.)

Rust Craft has no cameras (except those used in the litho process) and no photographers. Fay Photo Service of Boston provides all photo services required by Rust Craft.

II. RUST CRAFT AND PUBLIC RELATIONS

From the foregoing it might be assumed that many public relations functions of Rust Craft are being handled by the Advertising and Sales Promotion Department. In a way, this is true. This department, along with the Director of Public Relations and Chambers and Wiswell, make the "team". Their work seems to be completely coordinated. There is no apparent competition between the departments for budgetary allocations, prestige, or position. All pull together for Rust Craft.

Public relations objective

What is their public relations objective? The objective, frankly stated, is to sell more greeting cards. It must

Newspaper and union relations are made without by Lust Craft an (Cambors and Niswell, with the knowledge and consent of his other. Generally speaking, most strictly public relations releases are made by Lust Craft, while the agency makes the promotional and sales type releases. This dual distribution, however, does not always hold true. And there seems no set policy exists in this regard. (See exhibits.)

Lust Craft has no camera (except those used in the film process) and no photographers. Any photo services of Boston provides all photo services required by Lust Craft.

II. WHAT CAUSES OUT PUBLIC RELATIONS

From the foregoing it might be assumed that many public relations functions of Lust Craft are being handled by the Advertising and Sales Promotion Department. In a very, this is true. This department, along with the Director of Public Relations and Cambors and Niswell, make the "team". Their work seems to be completely coordinated. There is no apparent competition between the departments for budgetary allocations, prestige, or position. All pull together for Lust Craft.

Public relations objectives

What is their public relations objective? The objective, formally stated, is to sell more/greeting cards. It must

be realized that this cannot be done at the consumer level because of the product. "It's the sentiment that counts." --That's their theme. The only possible way to increase sales, they say, is to increase the space allocated to Rust Craft cards in the dealer's display racks.

The apparent result is that the public relations objectives of the company are not really public relations objectives. Instead, they are sales-promotional objectives. Although Rust Craft is not alone in this misconception of the role of public relations, it is among the few organizations, in the author's opinion, who frankly admit that the sole purpose of their public relations effort is the increase of sales.

Definition of public relations

Although the number of definitions of public relations is legion, public relations has not been defined. Those who study public relations have their concept of it. Those who teach public relations, such as Boston University and others, have their concepts of it. Those who preach public relations, like Edw. L. Bernays, the Public Relations Society of America and others, have their own concepts of it. Those who practice it, such as Hill and Knowlton, Chambers and Wiswell, Gur-Arie and Pierce, Fred W. Rust, Jr., and others -- they all have their own concepts of public relations. And so with the thousands of practitioners throughout the land. And who is

be realized that this cannot be done at the consumer level because of the product. "This the marketers don't control," —that's their claim. The only possible way to improve sales, they say, is to increase the sales allocated to their brand based on the dealer's display space.

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to say who is right? There are public relations directors, vice presidents in charge of public relations, public relations counsels, publicity bureaus, consumer relations directors, industrial relations managers, personnel relations directors, etc., etc....

However, there are certain members of that particular segment of society who practice public relations, under whatever name or title that they choose to use, who have a standardized idea of the role of public relations in society. Their concepts have become the generally accepted concepts. Their methods have become the generally accepted methods. And, perhaps within a few years, these members will win the professional recognition for the field of public relations now held by the fields of medicine and law.

Therefore, it is not surprising to find Rust Craft's Public Relations Director operating in the manner that he does. At the present stage of development of public relations, he cannot be condemned for clinging to the preconceived concepts held by Rust Craft.

But there is this about Rust Craft that sets it apart from the many other companies who call public relations many different things: Rust Craft is on the way to public relations concepts as they are generally accepted by the "professionals".

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Therefore, it is not surprising to find that Gerald Public Relations Director operating in the manner that he does. At the present stage of development of public relations, he seems to condemn the clinging to the preconceived concepts held by some people.

But where is this about that Gerald that made it apart from the many other companies who call public relations many different things. Such Gerald is on the way to public relations concepts as they are generally accepted by the "professionals".

The Director of Public Relations

The Director of Public Relations at Rust Craft is Mr. Fred W. Rust, Jr., the son of Rust Craft's founder. As a salesman on the road, Fred, Jr., believed that what Rust Craft needed was public relations. Giving up his selling job, Rust came into the executive offices and assumed the title of "Director of Public Relations". (It is interesting to note that only Rust Craft, of all the members of United Printers and Publishers, has a public relations organization.)

Rust's office is located in the executive offices of the headquarters at Dedham, Massachusetts. Physically, it is located just down the hall from the President's Office and across the hall from the Vice Presidents' offices. His office itself is small in size. There are two desks, one for Rust and one for his assistant. In addition, there are two comfortable chairs for visitors, two two-drawer file cabinets, and a three-shelf bookcase. The impression left with the visitor is one of business and activity. Conspicuous by its prominent place above the bookcase is Rust's certificate of membership in the Public Relations Society of America. Significant are the titles in the bookcase. Many are texts being used in Boston University's School of Public Relations and Communications. In addition, there are other titles on the subject of Public Relations. To this writer, a man's library

The Director of Public Relations

The Director of Public Relations at Bart Davis is Dr. Fred A. Hartz, Ed.D., the son of Bart Davis's founder. As a salesman in the word, Fred, Ed.D., believes that was just briefly headed was public relations. Giving up his selling job, Hartz came into the executive offices and assumed the title of "Director of Public Relations". (It is interesting to note that only Bart Davis, of all the members of United Printers and Publishers, has a public relations organization.)

Hartz's office is located in the executive offices of the headquarters at Boston, Massachusetts. Typically, it is located just down the hall from the President's office and across the hall from the Vice President's office. His office itself is small in size. There are two desks, one for Bart and one for his assistant. In addition, there are two comfortable chairs for visitors, two-drawer file cabinets, and a three-shelf bookcase. The impression left with the visitor is one of business and activity. Complemenc by its prominent place above the bookcase is Bart's certificate of membership in the Public Relations Society of America. Significant are the titles in the bookcase. They are texts being used in Boston University's course of public relations and communications. In addition, there are many titles on the subject of Public Relations. To this writer, a man's library

is often a good reflection of the man himself. That is why Rust's bookcase is significant. It points the way to better public relations for Rust Craft.

Public relations program

Fred Rust states that Rust Craft has no public relations program as such. He states frankly that they operate as the spirit moves them. He goes on to say that he is new to public relations and has had no training in that field. They are trying to make a go of it and hope that they succeed, he states.

However, all is not as bad as he says it is. The following chapter will illustrate the public-relations-in-action at Rust Craft. And from this beginning, it can be assumed that eventually will emerge a planned and successful public relations program.

III. PUBLIC RELATIONS IN FORMAL ORGANIZATION

Fred Rust's title is "Director of Public Relations". He is not a vice president. He has no other title. He states that no formal organization chart of the company exists although one has been in preparation for about a year. From the way he stated it, it may be assumed that the formal organization chart, if it ever makes its appearance, will be a long time in coming. Evidently, there is too much to be lost at the present time -- too many difficulties as far as

is often a good verification of the man himself. That is why Hart's concern is significant. It points the way to better public relations for Hart itself.

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III. FIRST ACTIVITY IN FORMAL COMMUNICATION

Fred Hart's title is "Director of Public Relations". He is not a vice president. He has no other title. He states that he formal organization chart of the company exists although one has been in preparation for about a year. From the way he stated it, it may be assumed that the formal organization chart, if it ever takes its appearance, will be a long time in coming. Actually, there is too much to do just at the present time -- too many difficulties as far as

the informal organization is concerned -- to establish or publish a formal organization chart at this time. He feels that sooner or later, the chart will become a reality.

According to Rust, he, as Director of Public Relations, reports directly to the President. He is on the same level of organization as the Advertising Manager. The latter is one level below the Sales Manager, a Vice President. (No mention is made of reporting on public relations functions to the parent company.)

Rust intimated that there is a feeling held by the Sales Manager that the Director of Public Relations should report to the Sales Manager. Evidently, this is an internal difficulty that is being ignored for the time being. No issue has been made in this matter; hence, no policy has been set down. There is ample room for interesting speculation on this matter because of Mr. Rust's relationship to the founder and the financial control possibly held by the interested parties.

IV. THE DISASTER PLAN

One of the most important items in a public relations program is a disaster plan. Disasters in any way, shape or form, can strike when least expected. The unitiated are usually left holding the bag. But the good public relations

the informal organization is concerned -- to establish an public's formal organization around we this time. In fact that comes so later, the board will become a reality.

According to Hunt, as director of public relations, reports directly to the President. He is on the same level of organization as the advertising manager. The latter is one level below the Sales Manager, a vice President. The addition is made of reporting on public relations functions to the parent company.

Hunt indicated that there is a feeling held by the Sales Manager that the director of public relations should report to the Sales Manager. Personally, this is an internal difficulty that is being ignored for the time being. No issue has been made in this history course, no policy has been set down. There is ample room for interesting speculation on this matter because of Mr. Hunt's relationship to the President and the financial control generally held by the conservative parties.

IV. THE CORRECT TRAP

One of the most important items in a public relations program is a disaster plan. Disaster in any way, shape or form, can strike when least expected. The unfolded Ann casualty left nothing was out. The bad good public relations

man always has a plan to cope with disaster. Whether the disaster be a catastrophe, or simply a rainshower at a lawn party, the public relations man must be able and ready to cope with the situation.

The following question was put to Fred Rust. "What would you do if one of the employees was seriously injured in the plant today?"

He replied that he had a pretty good idea in his mind about what his course of action would be, indicating to the author that if the situation occurred, then he'd think about what he'd do.

The next question was, "Suppose you should be away on vacation, or out of town on business, when it happened. How would the matter be handled?"

To that he replied that that was one of the things that needed to be attended to, indicating to the author that it really hadn't occurred to him.

There is no disaster plan at Rust Craft. If half the plant should be involved in a disaster tomorrow and Fred Rust were not available to handle the public relations aspect of the situation, there is only chance, and the experience of executives who step forward to handle the situation, to rely on.

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The following question was put to Fred Hunt. "What would you do if one of the employees was accidently injured in the plant today?"

He replied that he had a pretty good idea in his mind about what his course of action would be, indicating to the author that if the situation occurred, then he'd think about what he'd do.

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There is no disaster plan at Fred Hunt. If half the plant should be involved in a disaster tomorrow and Fred Hunt were not available to handle the public relations aspect of the situation, there is only chaos, and the experience of executives who are expected to handle the situation, to rely on.

CHAPTER V

PUBLIC RELATIONS IN ACTION

In this chapter the public relations in action of Rust Craft is presented. Divided into three sections, the first treats Rust Craft's internal public relations. The second and third treat Rust Craft's external publics; their dealers and their community. In the last section, emphasis is laid on the publicity aspects of their community relations.

I. EMPLOYEE RELATIONS

There is no formal program at Rust Craft which can be called an employee relations program. However, there are evidences of good employee relations indicative of good internal relations. The more outstanding of these will be described.

"Rustonian"

The house organ is called the "Rustonian". It is management's medium of communication with the employees. Published monthly, it has a circulation of about 1,800 copies. It is edited by Jim Chamberlain who contributes about half the material which is published. (It is interesting to note, that Mr. Chamberlain reports directly to the President, Mr. Christopher.) The other half is contributed

CHAPTER V

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In this chapter the public relations in action of Just Cards is presented. Divided into three sections, the first treats Just Cards's internal public relations. The second and third treat Just Cards's external publics; trade dealers and their community. In the last section, emphasis is laid on the publicity aspects of their community relations.

I. INTERNAL RELATIONS

There is no formal program at Just Cards which can be called an employee relations program. However, there are evidences of good employee relations indicative of good internal relations. The more outstanding of these will be described.

"Portrait"

The house organ is called the "Portrait". It is management's medium of communication with the employees. Published monthly, it has a circulation of about 1,000 copies. It is edited by the Chairman who contributes about half the material which is published. (It is interesting to note, that Mr. Greenberg expects diversity in the "reading, Mr. Greenberg.) The other half is contributed

by the various departments, usually in rough form. Chamberlain then edits this -- is responsible for the entire publication. Copies are mailed to the employee's home and is usually read by the distaff member of the family before the employee arrives home from work. Copies are also mailed to the homes of the individual employees of the field offices. However, there is no contribution to the "Rustonian" by field employees. (See exhibits.)

Cafeteria

The company maintains a large cafeteria at the plant providing excellent meals at minimum cost for the employees' noontime meal. They also provide, through the cafeteria kitchen, take-out orders. An employee can order Chinese dishes, Italian dishes, and the like, by simply placing an order when he comes in for lunch. It will be ready for him to take home at quitting time. The cafeteria is readily convertable to an auditorium and is at the disposal of any employee group who may desire to use it for meetings, etc.

Just off the cafeteria is the executives' lunch room. It is testimonial of the excellence of the food to note that nearly all of the executives eat lunch here daily and invite their visitors to lunch here with them.

Pamphlet Rack

Directly opposite the exit door of the cafeteria, where

by the various departments, usually in color form. Whether-
later when editor this -- is responsible for the entire publi-
cation. Copies are mailed to the employee's home and is
usually read by the district member of the family before the
employee arrives home from work. Copies are also mailed to
the homes of the individual employees of the field offices.
However, there is no contribution to the "newspaper" by field
employees. (see exhibit.)

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he comes in for lunch. It will be ready for him to take home
at quitting time. The cafeteria is readily convertable to an
auditorium and is at the disposal of any employee group who
may desire to use it for meetings, etc.

Just off the cafeteria is the exhibitors' lunch room.
It is luxurious and the exception of the food to note that
nearly all of the executives and lunch room daily use lovely
table cloths to lunch here with them.

Parcelle Room

Directly opposite the exit door of the cafeteria, where

it cannot be missed, is the employees' pamphlet rack. Here the employee will find all sorts of useful information on all subjects from benefits to gardening to tax information. This pamphlet rack is maintained by the industrial relations department personnel.

Credit Union

To the left of the cafeteria exit is the entrance to the Credit Union office. In addition to the usual functions of a credit union, this office also sells coupons for use in the company gasoline station. The gasoline station sells gas to employees at a savings of about $.03 per gallon.

Gift Shop

To the right of the cafeteria exit on the way back to the plant proper is the gift shop. Here the employee may buy greeting cards (Rust Craft only) and other gift shop items at substantial savings.

Transportation

When Rust Craft moved to Dedham, transportation became a major problem. Many employees who worked at the 1000 Washington Street location depended upon the MTA for transportation. One year prior to the move to Dedham a transportation committee, headed by Fred Rust, was established to determine how many employees would stay with the company and how many would leave because of the transportation situation. Because

it cannot be released, in the employees' peculiar work. Here the employee will find all sorts of useful information on all subjects from benefits to potential to use information. This popular task is undertaken by the industrial relations department personnel.

Credit Union

To the left of the cafeteria exit is the entrance to the Credit Union office. In addition to the usual functions of a credit union, this office also sells coupons for use in the company gasoline station. The gasoline station sells gas to employees at a rebate of about 3.03 per gallon.

Gift Shop

To the right of the cafeteria exit on the way back to the plant proper is the gift shop. Here the employee may buy presents such (but not only) and other gift shop items at substantial savings.

Transportation

When Ford Motor moved to Dallas, transportation became a major problem. Many employees who worked at the 1000 Westmoreland Street location depended upon the RTA for transportation. The year prior to the move to Dallas a transportation committee, headed by Fred Hunt, was established to determine how many employees would stay with the company and how many would leave because of the transportation situation. Because

of the move, very few employees left Rust Craft -- thanks to "good public relations handling of the situation." Of those who left, the majority were North Shore commuters. Actually, for North Shore automobile commuters, the Dedham plant is actually more convenient than the downtown location. Parking facilities and Route 128 make this true.

The Dedham plant is located on the New Haven Railroad. A spur line was to be built to the loading docks of the plant. However, the railroad station was located at Endicott, a half mile away. There is also a station at Dedham -- on another line of the New Haven. The MTA terminated at the Boston-Dedham line, all the way across the town. There is bus service that connects the plant with the MTA terminus -- at best, poor. Transportation to the plant seemed to be hopeless.

Through the efforts of Fred Rust, the New Haven established a station at the plant. The railroad built the loading platforms. Rust Craft built the shelter. Now two trains stop at "Rust Craft" Mondays through Fridays except holidays -- one outbound from Boston in the morning, one inbound to Boston in the evening. (See exhibits.)

For the automobile commuter, there is ample paved parking areas at the plant. Many motoring employees have set up car pools or riding clubs to cut their transportation expenses. Because of the efforts of Rust Craft in looking out

of the story, very few employees left that year -- thanks to "good public relations handling of the situation" or those who left, the majority were tired then anyway. Actually for both Aqua automatic company, the Sedona plant is actually more convenient than the Santana location. Parking facilities can house 250 more full time.

The Sedona plant is located on the San Marcos railroad. A spur line had to be built to the loading dock of the plant. However, the railroad station was located at Santana, a half mile away. There is also a station at Sedona -- on another line of the San Marcos. The site travelled at the Santana Indian Alms, all the way across the town. There is the service that carries the plant with the PTA towelons -- at half price. Transportation to the plant seemed to be cheaper.

Through the efforts of Jean Hunt, the San Marcos arranged a station at the plant. The railroad built the loading platform. Just there built the shelter. The bus stops stop at "Jean Cleff" Parkie Cheese Factory among Holiday -- one coloured line belongs to the morning, one followed in Sedona in the evening. (Jan Mobile.)

For the automobile commuter, there is ample paved parking space at the plant. Many returning employees have set up car pools or waiting rides in the their incorporation expenses. Because of the efforts of Jean Cleff to locate and

for the welfare of their employees, there has been minimum dislocation of employees' residences.

Recreation

Fred Rust doesn't believe in giving anything away. As far as the employees are concerned, this is singularly true. When the employees wanted horseshoe pits to use for noontime recreation, Rust provided the materials for the pits on the condition that the employees do the actual work of building the pits during their lunch hour. Rust Craft provided the initial equipment for the pits. But the employees will have to provide the replacements.

When the women employees wanted shuffleboard courts, this posed a problem in policy. The women couldn't be expected to pour concrete. Rust had to back down in this case and foot the entire expense.

Dramatic Club. The employees have formed a dramatic club. Rust Craft endorses this activity which rehearses after working hours and during the lunch hour. The company provides the cafeteria (the attic for noontime rehearsals) for their rehearsals and performances. But to date, the company's financial contributions have been meager pending more enthusiastic participation in the group by the employees. The group is new, having been formed only within the year. They have presented three one-act plays; both at the plant and in

for the welfare of their employees. There has been minimum dissatisfaction of employees' residences.

Leadership

Fred Hunt doesn't believe in giving anything away. As far as the employees are concerned, this is singularly true. When the employees wanted borrowing pits to use for recreation protection, Hunt provided the materials for the pits on the condition that the employees do the actual work of building the pits during their lunch hour. Hunt itself provided the initial equipment for the pits. But the employees will have to provide the replacements.

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Dedham High School Auditorium where they were quite successful. Proceeds from ticket sales has met all expenses.

Robed Choir. Perhaps the best known "extra-curricular" activity of Rust Craft is the Rust Craft Robed Choir. This group of voices under the direction of the Sales Manager, a musician in his own right, makes many appearances in and around Boston during the Christmas Season. The demand for this group is great. And Rust Craft regrets that they cannot accept all of the invitations that this group receives. This activity properly might seem to belong under the category of Community Relations. If the group were a non-employee professional singing group, this could be true. But inasmuch as it is entirely an employee group, whose members would take part in this pastime even if they only sang to the four walls of the room in which they rehearse -- it should properly be classified under Employee Relations.

The Flag Policy

It's not every Director of Public Relations who has a Brazilian flag in his basement at home. This is the story of an employee. And a story of how policy came to be made.

When the company representative from Rio de Janeiro recently visited the home office, it occurred to Rust that he had a Brazilian flag in his basement at home. How it got there he doesn't know. But when the representative from Rio

Dallas city Council Auditorium where they were quite successful. Proceeds from ticket sales has met all expenses.

Hobbed Chair. Perhaps the best known "extra-curricular" activity of Sam Davis is the Hard Court Hobed Chair. This group of voices under the direction of the Dallas Symphony, a musician in his own right, whose many experiences in and around London during the Christmas season. The leader for this group is great. And Sam Davis expects that they cannot escape all of the invitations that this group receives. This activity currently might seem to belong under the category of Community Relations. If the group were a non-employee professional singing group, this would be true. But inasmuch as it is entirely an employee group, whose members would take part in this position even if they only sang to the four walls of the room in which they rehearse -- it should properly be classified under Employee Relations.

The Flag Pole

Life not every Director of Public Relations who has a Brazilian flag in his basement at home. This is the story of an employee. And a story of how policy needs to be made.

When the company representative from Rio de Janeiro recently visited the home office, it occurred to Hurd that it had a Brazilian flag in his basement at home. But it was there he doesn't know. Not what too representative from Rio

arrived and saw the flag of his country flying along with the American flag at the flagstaff in front of the plant, the man broke down in tears. His interpreter explained that Rust Craft could have done nothing that would have pleased this man more. It is now company policy that when foreign representatives visit the plant, their national colors shall be flown from the flagpole.

The sequel to this story points out that the efforts of a public relations man can often be overdone and should be tempered by good taste. When the salesmen from the southern districts arrived in Dedham, they were greeted by the Stars and Bars of the Confederacy flying at the flagstaff. In spite of the enthusiasm displayed by the Southern Gentlemen, the occasion was marred by irate "Yankee" citizens of Dedham phoning the plant to complain that the vulgar display was offensive to them.

Benefits

At Rust Craft there are two plans, often included in the category of internal public relations by some public relations practitioners. They are the "Profit Sharing Plan" and the "Hospitalization, Surgery, and Disability Benefit Plan".

The Profit Sharing Plan is a retirement system financed entirely by the company. All regular employees in Rust Craft's service on the last day of February each year who have at least 14 months' service prior to that date are eligible. The amount of the company's annual

asylum and was the flag of the country flying along with the American flag at the flagpole in front of the plant, the man broke down in tears. His interpreter explained that Dorff could have done nothing that would have pleased him more. It is now company policy that when foreign representatives visit the plant, their national colors shall be flown from the flagpole.

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Benefits

As Lord Crewe tiers are the plans, often included in the category of internal public relations by some public relations practitioners. They are the "Profit Sharing Plan" and the "Hospitalization, Surgery, and Disability Benefit Plan".

The Profit Sharing Plan is a retirement system financed entirely by the company. All regular employees in Dorff's service on the last day of February each year who have at least 12 months' service prior to that date are eligible. The amount of the company's annual

deposit is based on its net profits for the year. The amount credited to each individual Rust Crafter is in proportion to his earnings that year. Once placed to an employee's credit, the money cannot revert to or be used by the company, nor can it be attached for debts or other obligations, nor can it be mortgaged or assigned.

The Hospitalization, Surgery, and Disability Benefit Plan is insurance paid for by Rust Craft for each Rust Crafter contributing toward the cost of a life insurance policy under our group plan. It pays hospital and surgical benefits for employees and their dependents. These benefits are in addition to any other Benefits to which they may be entitled, Workmen's Compensation cases excepted. It also pays sickness and accident benefits to employees at the rate of 50% of his basic earnings (up to a maximum of $40) weekly for a maximum period of thirteen weeks for any one disability...

In addition to the above insurance a special rider for polio coverage has been included and covers all Rust Crafters and their dependents.

II. DEALER RELATIONS

There is an active Dealer Relations Program at Rust Craft. This is manifest mainly because Rust Craft feels that the dealer is the most important public of the company. And it is here that the Sales Promotion philosophy of Public Relations is most apparent. Also, here will be found a program with a potential so great, both sales-promotion-wise and public-relations-wise that the company isn't quite sure what to do with it. And because of this program, which really isn't a program because there is no master plan behind it, Rust Craft stands on the brink of making a tremendous success or a tremendous flop in the field of sales promotion and in the field of public relations. This program concerns "Rustie

deposit is based on its net profits for the year. The amount credited to each individual Draft Drafter is in proportion to his earnings that year. Once placed to an employee's credit, the money cannot revert to or be used by the company, nor can it be attached for debts or other obligations, nor can it be mortgaged or assigned.

The Hospitalization, Surgery, and Disability Benefit Plan is insurance paid for by Draft Drafts for each Draft Drafter contributing towards the cost of a life insurance policy under our group plan. It pays hospital and surgical benefits for employees and their dependents. These benefits are in addition to any other benefits to which they may be entitled, Workmen's Compensation cases excepted. It also pays sickness and accident benefits to employees at the rate of 50% of his basic earnings (up to a maximum of $40) weekly for a maximum period of fifteen weeks for any one disability.

In addition to the above insurance a special plan for polio coverage has been included and covers all Draft Drafters and their dependents.

II. SALES RELATIONS

There is an active Sales Relations Program at Draft Draft. This is manifest mainly because Draft Draft feels that the dealer is the most important point of the company. And it is here that the Sales Promotion philosophy of Public Relations is most apparent. Also, here will be found a program with a potential so great, both sales-promotion-wise and public-relations-wise that the company isn't quite sure what to do with it. Use because of this program, which really isn't a program because there is no master plan behind it, Draft Draft stands on the brink of making a tremendous success or a tremendous flop in the field of sales promotion and in the field of public relations. This program concerns "Dealer

of Rust Craft".

Rustie of Rust Craft

Rustie of Rust Craft is the living trade mark of Rust Craft Publishers. Rust Craft compares her to Johnny of Philip Morris and Betty Furness of Westinghouse. They want her to be identified with Rust Craft as the two personalities mentioned above are identified with their company's names. However, Rustie is supposed to be filling an altogether different role. In the eyes of Fred Rust, she is filling a public relations role. In the eyes of her boss, the Sales Promotion Director, she is filling a sales promotion role. The public relations objective of Rust Craft being what it is -- it must be concluded that her role is a sales promotion role. The public relations potentialities are there, however, waiting to be utilized.

Rustie was introduced to the public as "Rustie of Rust Craft". Her real name, Mrs. Barbara Cloud, was also revealed. Later, in releases, her real name became Mrs. Rustie Cloud. And now, the company seeking to further identify her with Rust Craft has set down as policy, that for release purposes, her real name shall be Miss Barbara Rust. This is a minor example of getting off on the wrong foot. It shouldn't have happened - though little harm has been done. But it indicates the necessity for making a well thought-out plan prior to an important undertaking.

of Aunt Grace".

Aunts of Just Cheese

Aunts of Just Cheese is the living basis and if Just Cheese's foundation. Just Cheese requires her to honour of fidelity, morals and dairy farmers of Wisconsin. They were her to be identified with Just Cheese as the two personalities combined above are identified with their company's image. However, Aunts is proposed to be filling an altogether different role. In the eyes of Fred Just, she is filling a public relations role. In the eyes of her boss, the Sales Promotion Director, she is filling a sales promotion role. The public relations objective of Aunt Grace's being sent is to -- it must be concluded that her role is a sales promotion role. The public relations potentialities are thereby subverted, willing to be utilized.

Aunts was introduced to the public as "Aunts of Just Cheese". Her real name, Mrs. Barbara Claud, was also revealed. Later, in reference, her real name became Mrs. Aunts Claud. And now, the company seeking to further identify her with Just Cheese has set down as policy, that for private purposes, her real name shall be Miss Barbara Just. This is a clear example of getting out an ice cream from. It absolutely has happened - though little has been done. But it indicates the necessity for making a well thought-out plan prior to an important undertaking.

Rustie operates out of an office in the Sales Promotion Department on the second floor of the executive offices at the Dedham headquarters. She has one assistant who makes all of her appointments and handles the many details that go with the job. The assistant also originates much of the publicity material for Rustie. (In keeping with her wishes, her name will not be mentioned.) It appears that this assistant is the driving force behind the Rustie Program now although Public Relations and Sales Promotion are taking most of the credit for it. In regards to the "program" she states, "Publicity on the Rustie program is not yet worked out." She went on to amplify this statement to the author by saying that the company is still undecided on trying to make Rustie a "big name" in the sense that Johnny of Philip Morris and Betty Furness of Westinghouse are. And this seems true. The company does not seem to know what to do next.

Rustie describes her activities as more promotional than advertising. This is how she makes the distinction between herself and the other "big names". When questioned about the public relations aspects of the job, she said in effect, that promotion and public relations were the same things. Thus she bears out the company's public relations philosophy.

Fred Rust describes her role as the living trade mark of Rust Craft. She describes her role as the symbol of sentiment.

Marie operates out of an office in the Sales Promotion Department on the second floor of the Seagram Building at the Madison headquarters. She has one assistant who makes all of her appointments and handles the many details that go with the job. The assistant also safeguards much of the publicity material for Marie. (In keeping with her wishes, her name will not be mentioned.) It appears that this assistant is the moving force behind the media frenzies now although Public Relations and Sales Promotion are taking most of the credit for it. In regards to the "process" she states, "Publicity on the Marie process is not yet worked out." She went on to amplify this statement to the writer by saying that the company is still undecided on trying to make Marie a "big name" in the same that Johnny of Philip Morris and Betty Furness of Westinghouse are. And this seems true. The company does not seem to know what to do next.

Marie describes her activities as more promotional than interpretive. This is how she makes the distinction between herself and the whole "big owner". When questioned about the public relations aspects of the job, she said it stated that promotion and public relations were the same things. They are listed as the company's public relations philosophy.

Had Bert Lancaster her role as the living bride been of first rank, the narrative her role as the epitome of materiness.

Being an aviatrix, she says her duties are speaking to groups about aviation and greeting cards. Her plane, a Luscomb 8F, a 90 horsepower, fully-instrumented, two-place, high wing monoplane, is her symbol. Painted red and cream-yellow, it is highly decorated with greeting cards painted on the fuselage. She appears at store openings, and other special events as arranged by local sales managers through the home office. (See exhibits for functional and biographical information.)

Rustie states that she has logged about 125 hours total flying time flying for Rust Craft. She has participated in the Powder Puff Derby, the annual private women pilots' cross-country air race classic; and she has made the Philadelphia J. C. Air Cruise from Philadelphia to Havana. She is a member of the Aero Club of New England; a member of the Aircraft Owners and Pilots Association (A.O.P.A.), a private pilots' organization; she is the present governor of the Northeastern Section of the "99's", a private women pilots' group; and a member of the Aviation Committee of the Greater Boston Chamber of Commerce. She also holds the distinction of being the fourth woman in the world to fly a jet aircraft.

For her correspondence, Rustie has been provided with her own buff-colored stationery with her own individual letter head. And she has unique calling cards. (See exhibits.)

Being an avid[illegible] she hope her daughter are spending [illegible] grange about aviation and [illegible] Jane. Her plane, a Lu-[illegible] 65, a 90 horsepower, fully-instrumented, two-place, [illegible] wing monoplane, is her symbol. Painted red and cream-yellow, it is highly decorated with [illegible] marks painted on the fuselage. She operates at [illegible] opening, and other special events is arranged by local sales managers through the home office. (See exhibits for financial and biographical information.)

Amelia Earhart has now logged about 1[illegible] hours total flying time flying for Cant Crafts. She has participated in the Powder Puff Derby, the annual private women pilots' cross-country air race classic; and she has made the Philadelphia to Los Angeles flight to Havana. She is a member of the Aero Club of New England a member of the Aircraft Owners and Pilots Association (A.O.P.A.), a private pilots' organization; she is the present president of the Northeastern Section of the "99's", a private women pilots' group; and a member of the Aviation Committee of the Greater Boston Chamber of Commerce. She also holds the distinction of being the fourth woman in the world to fly a jet aircraft.

For her correspondence, Amelia has been provided with her own half-monogrammed stationery with her own individual letter head. Use she has unique calling cards. Have mobility!

"Sentiment"

In addition to her appearances and her promotional activities, Rustie is the editor of a little magazine called "Sentiment". (The de facto editor is Jim Chamberlain.) Published quarterly, this Rust Craft publication is designed for the employees of the various dealers. In order to receive one of these magazines, the dealer simply sends to Rust Craft the names and home addresses of his employees. Rust Craft takes it from there sending the magazine to the home of each subscriber.

"Sentiment" is a women's magazine. And it is a good public relations medium. It helps a public, which strictly speaking, is not an "employee public", identify itself with Rust Craft. The articles in "Sentiment" are short feature type articles that are mainly of interest to women. For example, there will be an article on hair styles, or how to set a gracious table, or on bed spreads, and the like. Also, there will be one or two short articles on salesmanship, or on greeting cards -- the kind of articles that are more helpful than the usual sales-hustling type. While "Sentiment" is a relatively new publication, the response indicates that it will be a permanent feature of Rust Craft for a long time to come. (See exhibits.)

"Sentiment"

In addition to her appearance and her professional activities, Purple is the editor of a little magazine called "Sentiment". (The de facto editor is Mr. Dumbrelle.) Published quarterly, this Bank Court publication is designed for the employees of the various dealers. In order to receive one of their magazines, one dealer simply sends to Bank Court the names and home addresses of its employees. Bank Court takes it from there sending the magazine to the home of each subscriber.

"Sentiment" is a remarkable magazine. And it is a good public relations medium. It helps a public, which strictly speaking, is not an "employee public", identify itself with Bank Court. The articles in "Sentiment" are short feature type articles that are mainly of interest to women. For example, there will be an article on hair styles, or how to set a produce table, or on bad grammar, and the like. Also, there will be one or two longer articles on relationship, or on greeting cards -- the kind of articles that are more helpful when the usual rules-building type. While "Sentiment" is a privately run publication, the response indicates that it will be a permanent feature of Bank Court for a long time to come. (Ben Wilkins.)

Quarter Century Dealer Program

An important "gimmick" in Rust Craft's dealer relations is the Quarter Century Dealer Award Program. Started in 1953, Rust Craft presents to eligible dealers a beautiful illuminated parchment certificate. Suitable fanfare and publicity is usually arranged for the presentation of these certificates. While the presentation is usually made by the district sales representative, an endeavor is usually made to have Rustie present. Usually local newspapers carry the story of the presentation and, space permitting, an article will appear in the "Rustler". In order for a dealer to be eligible for this award, he has to have carried the Rust Craft line for twenty-five years and the ownership of the account has to remain unchanged during that time. (See exhibits.)

"Rustler"

The most important medium of communication between the management and the sellers, both dealers and sales force, is a magazine, "Rustler". The main purpose of the "Rustler" is to help sell more greeting cards. Rust Craft feels that its other main purpose is to establish and maintain the best possible relationship between the dealers and Rust Craft.

"Rustler" is the only house organ of its type in the greeting card industry. Its main source of material is the telling of operations and methods which dealers have used

Quarter Century Dealer Program

An important "element" in each Chevrolet dealer relationship is the Quarter Century Dealer Award Program. Started in 1953, Most Court presents to eligible dealers a beautiful illuminated permanent certificate. Suitable feature and publicity is usually arranged for the presentation of these certificates. While the presentation is usually made by the district sales representative, an adviser is usually made to have local present. Usually local newspapers carry the story of the presentation and, space permitting, an article will appear in the "Dealer". In order for a dealer to be eligible for this award, he has to have carried the Most Court line for twenty-five years and the ownership of the account has to remain unchanged during that time. (See eligible.)

"Dealer"

The more important medium of communication between the manufacturer and the retailers, both dealers and sales force, is magazine, "Dealer". The main purpose of the "Dealer" is to help sell more greeting cards. Most Court feels that its other main purpose is to establish and maintain the best possible relationship between the dealers and Most Court.

"Dealer" is the only house organ of its type in the greeting card industry. The main source of material is the mailing of questions and methods which dealers have used

successfully as suggestions for other dealers. It also contains interesting items concerning the industry, carries useful hints for dealers, and serves as a selling aid by publicizing Rust Craft. Rust Craft states that the "Rustler" has been very successful in helping to establish a kinship among dealers.

"Rustler" is issued monthly, except in August and December. The circulation is about 1,500. It is a unique format in that it is double-covered. The outer cover, when removed, has a large sales calendar printed on the inside which serves as a sales reminder for the dealer.

The material used in the "Rustler" is gathered and sent in to the home office by the salesmen in the field. They also supply necessary photographs which are paid for by Rust Craft. (See exhibits.)

III. COMMUNITY RELATIONS AND PUBLICITY

What is community relations? What is customer relations? The endeavors in these fields by Rust Craft, being without plan, cannot be too well differentiated. So, the remainder of this chapter is lumped into this section. To Rust Craft, their community is not Dedham. It is the world at large -- everywhere in civilization where sentiment can be expressed in a written greeting. And Dedham is a Rust Craft

successfully as preparations for other dealers. It also contains interesting items concerning the industry, articles useful dicta for dealers, and serves as a medium aid by publicating Dart Craft. Dart Craft claims that the "Dealer" has been very successful in helping to establish a friendly among dealers.

"Dealer" is issued monthly, except in August and September. The circulation is about 1,500. It is a unique feature in that it is double-covered. The outer cover, when removed, has a large sales calendar printed on the inside which serves as a sales reminder for the dealer.

The material used in the "Dealer" is gathered and sent in to the home office by the salesmen in the field. They also supply necessary photographs which are paid for by Dart Craft. (See exhibits.)

III. COMMUNITY RELATIONS AND PUBLICITY

What is community relations? What is customer relations? The measures in these fields by Dart Craft, being without plan, seems to too well differentiated. So, the prerelator of this chapter is limited into this section. To Dart Craft, trade association is not feasible. It is too social an image -- many-sided in a direction where department use to expressed in a written creation. And Dartcraft is a Dart Craft

customer as well as the world.

And publicity? "Publicity is the principal and most widely employed method of obtaining good relations with important sections of the public."[3] This section amply demonstrates the effectiveness of publicity upon Rust Craft's community -- its public.

When asked about community relations, Rust stated that they weren't going to do anything along that line until the city fixed the street in front of the plant. A sour note -- and short-sighted? Yes. But it is indicative of the lack of a planned program for community relations.

The Letterhead

But to offset the sour, there is plenty of sweet. First, what's in a name? The correct corporate name is "Rust Craft Publishers". Knowing the name but not knowing the product, it may be assumed that Rust Craft Publishers is a publishing house. In order to prevent any wrong impressions being made, Rust redesigned the company's stationery so that there would be no doubt that Rust Craft makes greeting cards. So instead of a white sheet of paper with "Rust Craft Publishers" imprinted in black at the letterhead, now a four

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[3] Howard Stephenson and Wesley F. Pratzner, Publicity for Prestige and Profit (New York: McGraw-Hill Book Company, Inc., 1953), p. 5.

purposes as well as the world.

The publicity "publicity is the physical and most vitally employed means of establishing good relations with important sections of the public."[3] This section amply demonstrates the effectiveness of publicity upon Burt Greff's community -- its public.

When asked about questionable relations, Burt stated that they weren't going to do anything along that line until the city fixed the street in front of the plant. A sour note -- and smart-aleck! Yes. But it is indicative of the lack of a planned program for community relations.

The Interview

Out to office: the scene, there is plenty of sweat. Place, work's in a mess! The current corporate mess is "Burt Greff Publishers". Knowing the mess has not smacked the product, it may be assumed that Burt Greff Publishers is a publishing house. In order to prevent any wrong impressions being made, Burt redesigned his company's stationery so that there would be no doubt that Burt Greff makes greeting cards. So instead of a white sheet of paper with "Burt Greff Publishers" imprinted in black at the interesting, now a four

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[3] Robert Taylorson and Philip T. Pretzmer, Publicity for Irrigation and Drain Iron Tower Industrial-Hill Home Company, Inc., 1951, p. 3.

color letterhead graphically illustrates that Rust Craft makes greeting cards. (See exhibits.)

The Braille Card

Can a man without sight see? Yes, through his fingers. In order to bring some of the joy of Christmas to the blind, Rust Craft has developed a greeting card in Braille. Now the blind may receive Christmas cards and be able to read them themselves without the aid of others. On the back of each card is printed directions for the sender in order that he may sign his name in Braille. Now only manufacturing Braille Christmas cards, Rust Craft soon expects they will expand Braille production into the other seasonal and everyday numbers.

The Map

In the Public Relations Journal of May, 1955, Fred Rust wrote the story of the Dedham map. Dedham, being traditionally a residential community, Rust felt that some gesture of good will should be given by the new industrial plant that was to grow up there. After much research, a map of Dedham was produced showing the important historical landmarks. At first, it was planned to send one to each resident. However, it was felt that better public relations would be achieved by publishing the map in the Dedham paper and in a Boston Sunday paper. This was done, offering the map free

color lacquered exquisitely illuminates that most crafty maker greeting cards. (for sonlike.)

The Dwelling Card

Can a man without eight dear Ies, through his fingers, in order to bring some of the joy of furniture to the blind, most craft has developed a greeting card in Braille. Use the Gilled any creative Christmas cards and be able to read them himself without the aid of others. On the back of each card is printed directions for the reader to enter that he may also his name in Braille. For only manufacturing Braille Christmas cards, that craft soon experts many will expand Braille production into the other seasonal and everyday occasions.

The Cap

In the Public Relations Journal of May, 1955, from that years the story of the Indian cap. Indian, being traditionally a preliminal community, that felt that some gesture of good will should be given by the new industrial plant that was to grow up there. After much research, a cap of Indian was produced showing the Government industrial industry. At first, it was planned to wear one to each resident. Unfortunately, it was felt that better public relations would be achieved by publishing the cap in the Indian paper and in a local weekly paper. This was done, offering the cap free

upon request. The response was overwhelming. When a map was sent out, a letter accompanied it thanking the recipient for writing and informing him that if he wanted any more copies, they were his free for the asking. The map, as it appeared in the Boston Herald, can be found in the exhibit section of this study. (See exhibits.) Twenty of these maps were hand colored and presented to the town fathers, the public library, and the historical societies. It is said that almost every business house in Dedham displays one of these maps.

The Ground Breaking

March 19, 1954, dawned bright and clear. On that day in a newly cleared area in Dedham, over three hundred persons gathered to witness the breaking of ground at the new site of Rust Craft. Featured in the ground breaking ceremony were Donald Rust, the co-founder; Wrightson Christopher, the President of Rust Craft; Commissioner Richard Preston of the State of Massachusetts Department of Commerce; and none other than the Governor, Christian A. Herter. The public relations significance of this event was a benefit both for Rust Craft and the State of Massachusetts. It added prestige to the name of Rust Craft and the new plant. And, in the words of Governor Herter, Rust Craft deserved warm praise for its faith in Massachusetts in spite of many urgent invitations and tempting inducements offered by other states.

upon request. The response was overwhelming. Less a trip was made, a letter accompanied it thanking the recipient for writing and informing him that if he wanted any more copies, they were his free for the asking. The map, as it appeared in the Boston Herald, can be found in the exhibit section of this study. (See exhibits.) Many of these maps were hand colored and presented to the town leaders, the public library, and the interested societies. It is said that almost every business house in Dedham displays one of these maps.

The ground breaking

March 19, 1941, dawned bright and clear. On this day in a newly cleared area in Dedham, over three hundred persons gathered to witness the breaking of ground at the new site of Hunt Draft. Featured in the ground breaking ceremony were Donald Hunt, the co-founder; Wrighton Burlingham, the President of Hunt Draft; Commissioner Richard Preston of the State of Massachusetts Department of Commerce; and none other than the governor, Christian A. Herter. The public relations significance of this event was a benefit both for Hunt Draft and the State of Massachusetts. It added prestige to the name of Hunt Draft and the new plant. And, in the words of governor Herter, Hunt Draft deserved warm praise for its faith in Massachusetts in spite of many urgent invitations and tempting inducements offered by other states.

Ducks at Dedham

Rust Craft made a local release of news of a local event. And as happens in similar cases, the wire services picked up the story. It was published in all forty-eight states. The story? -- Ducks. It seems that in the course of construction of the $3,000,000 plant, the workmen came across a duck's nest, complete with eggs waiting to hatch. Mr. Christopher, the President, a natural conservationist by avocation, called, "Halt!" For two weeks, work on the rail spur into the plant site came to a halt and stayed halted until the eggs were hatched. Result -- seven ducklings and more favorable publicity than any public relations man could have dreamed of. Rust Craft followed up the announcement of the work suspension with a special greeting card announcing the arrival of the young ducks. (See exhibits.) In this regard, a cute poem was published in the "Rustonian".

From Tenant To Landlord. . .

I have no words to tell you
  The joy within my heart;
I can't express my feelings...
  Can't even seem to start!
Were I a human being
  There'd be an easy way;
I'd just go out and send you all
  A Rust Craft card today!

I would tell you first my happy news...
  Our family's finally here,
I would name our precious little ones
  And say they're sweet and dear!
And then my brand new family
  Would ass a post script, too, --
A thank-you note from all of us
  To Every one of you!

THANK YOU

Lucky 13 Tribune

Sure Death made a local believer of some of a local swami, and as happens in similar cases, the wire services picked up the story. It was published in all Forty-eight states. The effect -- Dumb. It seems that in the course of some inspection of the 13,000,000 plant, the workmen once spoke a Guru's name, complete with, ugly writing to match. Mr. Gorlesplum, the President, a natural conservationist by evolution, called, "Halt!" The two weeks, work on the tall egg into the plant site came to a halt and stayed halted until the eggs were hatched. Result -- seven duckling and more favorable publicity than any public relations man could have dreamed of. Hush Cash followed up the announcement of the work suspension with a special greeting card announcing the arrival of the young ducks. (See exhibit.) In this regard, a cute poem was published in the "Instanian".

From Friend to Legislator. . .

I have no words to tell you
The joy within my heart!
I can't express my feelings...
Can't even come to start!
Were I a human being
There's no say why
I'd just go out and send you all
A huge Cheers and today!

I would call you first my happy news...
Our family's finally here,
I would name our precious little one
And say they're sweet and dear!
And then my brother and family
Would see a great savior, too,
A thank-you note from all of us
To every one of you!

THANK YOU

First Steel

Not to miss a good bet in publicity, when the first steel for the Dedham plant left Bethlehem Steel's Pottstown, Pennsylvania, plant, attached to one of the steel girders in a water-proof envelope was the order for the first cards that were to be shipped from the new Dedham plant. The publicity was significant for both Pottstown and Dedham. The order was from a Pottstown dealer, a Rust Craft dealer for over thirty years; considerable publicity was reaped in both Pottstown and the Boston area. The steel got a good send-off with pictures of the dealer standing in the gondola car presenting the order to the Philadelphia Sales Representative. When the gondola arrived in Dedham, it was met by some notable sidewalk superintendents, who supervised the unloading (at least in the publicity pictures). Among these notables were Chairman Don Rust, Lieutenant Governor Sumner Whittier, Colonel Cunningham of the New Haven Railroad, and John J. Flynn of the Dedham Industrial Commission. These personalities make news -- and Rust Craft took full advantage of it.

Rust Craft was attracting more and more attention through their unceasing efforts publicity-wise. By the time the cornerstone was laid, they were able to muster a turn-out of over 1,000 persons, this time without the presence of dignitaries. It indicated that public attention and interest in the new plant was on the upsurge.

Giant Steel

Not to miss a good bit in publicity, when the Steel steel for the Dodson plant left Bethlehem Steel's Rotterdam, Pennsylvania, plant, attached to one of the steel girders in a water-proof envelope was the words for the first crane that was to be shipped from the new Dodson plant. The publicity was significant for both Pottstown and Dodson. The crane was from a Dodson dealer, a Fort Dwelt dealer for over thirty years; considerable publicity was merged in both Pottstown and the Dodson area. The steel got a good send-off with pictures of the dealer standing in the gondola car presenting the order to the Philadelphia Sales Representative. When the gondola arrived in Dodson, it was met by some notable citizens; superintendent, who supervised the unloading (at least in the publicity picture). Among these notables were Chairman Tom Hart, Lieutenant Governor Thomas Kilkoyne, Colonel Frederick of the New Haven Railroad, and John J. Flynn of the Dodson Industrial Commission. These personalities make news -- and Hart Cert took full advantage of it.

Hart Cert was attracting more and more attention through their unceasing efforts publicity-wise. By the time the commission had laid, they were able to muster a turn-out of over 1,000 persons, this time without the presence of dignitaries. It indicated that public attention and interest in the new plant was on the upsurge.

The Trailer Story

With the plant still located at 1000 Washington Street, Boston next reaped the benefits of Rust Craft's public relations efforts. Three large house trailers were converted into Display-Mobiles. These mobile units visited over 2,000 cities and towns in their first year of operations. Besides resulting in new accounts for Rust Craft, the trailers became carriers of good will. Mayor Hynes of Boston started the trailers on their journey by affixing his signature to a large greeting card from the city painted on the sides of the trailers. A year later he remarked that he considered them to be the foremost good will advertising that the City of Boston has ever put out nationally.

Two of the trailers did much to create good will among certain sections of the populace during Hurricane Edna in 1954. One of them was stationed in the Wellesley-Natick area on Route 9, the main road between Boston, Worcester and the West. It was used to aid cars in trouble and provide emergency shelter for officials who were striving to keep the road open. The other trailer was placed at the disposal of the Civilian Defense Authorities who sent it to Dover. There its generator unit provided power for the Town Hall where civilian defense and police maintained headquarters during the emergency. That kind of public relations to the community cannot be bought nor can public appreciation ever be adequately expressed.

The Trailer Plan

With the plant still locked at 1,000 washington Street, Boston were swept the hundreds of home Central public welfare offices. These large house trailers were converted into display-mobiles. These mobile units visited over 2,000 cities and towns in their first year of operations. Besides travelling in new accounts for Boot Cards, the trailers bespoke customers of good will. Repor upon of dockets started the trailers on their journey by sticking the signatures to a large questionnaire from the city printed on the sides of the trailers. A year later be remarked that be considered them be to the foremost good will advertising that the city of Boston has ever put out nationally.

Two of the trailers did much to create good will among certain sections of the populace during Hurricane Edna in 1954. One of them was stationed in the Wellesley-Natick area on Route 9, the main road between Boston, Worcester and the West. It was used to aid case in trouble and provide emergency shelter for officials who were striving to keep the road open. The other trailer was placed at the disposal of the Brighton Detense Authority who used it to Tower. Then the generator unit provided power for the Town Hall where civilian defense and police activities headquarter during the emergency. That kind of public relations to the community cannot be bought nor can public appreciation ever be adequately expressed.

Scrap Program

Allen Center of Motorola, at a recent meeting of the Public Relations Society of America, New England Branch, described in detail the scrap program at Motorola. The public relations value of this program is dubious in the minds of many of his listeners. Rust Craft also has a scrap program, the public relations value of which is beyond measurement. Four times a year, the scrap from the making of greeting cards is gathered up and distributed to orphanages, hospitals, schools for the handicapped, and the like. This scrap goes all over the country and to such far away places as India. Its use -- naturally, the making of greeting cards. Rust Craft has a collection of cards made from their scrap, some of which can stand along side with the best of Rust Craft. So popular has this program become that Rust Craft can no longer meet the demand for this scrap. Its value in creating good will -- can some youngster's feeling of accomplishment be less than that of Fred Rust's when he made his first card in that small room in Kansas City back in 1906?

Guided Tours

For the asking, a visitor at the Rust Craft plant in Dedham will be taken on a guided tour of the entire plant. The guides are thoroughly trained in their work. And for the tough technical questions that they cannot answer, they will introduce the visitor to an employee who can and will answer

Lucky Lucano

Lilian Gerber of Yakavale, is a recent reading of the Public Relations Society of America, the Regional Council, is anxious to learn the story process at Yakavale. The public relations value of this project is hidden in the minds of many of its listeners. Most there also has a study problem, the public relations value of which is beyond conversation. Four films a week, for every from the making of greeting cards is carried up and distributed of objectives, hospitals, schools for the handicapped, and the film. This keeps pace all over the country and is used for every phase of life, its use -- obviously, the making of greeting cards. Most court has a collection of cards made from their baby, some of which are stand along side with the back of that card. So popular has this process become that that court can no longer meet the demand for this work. The value in creating good will -- and the Yakavale's feeling of accomplishment is less than that of the lady's name be only six times was to that small town in Texas city week in 1941.

Guided Tours

For the history, a visitor at the Yakavale plant today will be taken on a guided tour of the entire plant. The guides are thoroughly versed in their work. And for the long established questions that they cannot answer, they will introduce the visitor to an employee who can and will answer

the question in a most friendly and courteous manner. Either at the beginning or at the end of the tour, the visitor will be seated in the plush chairs of the conference room to see Rust Craft's new 16 mm. sound and color movie. This film, largely through the painstaking efforts of Fred Rust, Jr., is a professional production which tells the story of the greeting card and its making.

Conclusion

One final story concludes this chapter. Just to show that a public relations director's job isn't all peaches and cream, -- after this beautiful film was produced, the management was not willing to expend the funds necessary to purchase the expensive sound-projection equipment needed to show the film at the plant. The frontal or direct attack approach fell on deaf ears. Rust then mustered the help of the personnel people and the industrial relations staff. With Rust pushing them, they approached management with the argument that this equipment was a necessity to them for showing training films to the employees. Today, Fred Rust has his projection equipment. Who says that a public relations man doesn't have to be versatile and have imagination?

And how successful is public relations at Rust Craft? When the plant held Open House to celebrate its opening, over 10,000 persons came out in 98 degree heat to be present at

The problem is a most friendly and courteous manner. Either at the laboratory or at the end of the story, the viewer is moved in the plant where of the management seems to view that Cavalla now is now sound and safer movie. This film, largely through the photographic efforts of Jack Hart, is a professional production which tells the story of the production and its making.

Conclusion

The final story concludes this chapter. Just to show that a public relations director's job isn't all parades and orgies, -- after this beautiful film was produced, the management was not willing to expend the funds necessary to purchase the expensive sound-projection equipment needed to show the film at the plant. The typical or direct attack approach fell on deaf ears. Just when matched the help of the personnel people and the industrial relations staff. With that problem then, they approached management with the argument that this equipment was a necessity to show the showing training film to the employees. Today, find that has his projection equipment. The fact that a public relations man doesn't try to be resourcful and have imagination!

And how successful is public relations at just Cavalla! When the plant held Open House to celebrate its opening, over 10,000 persons came out in 4 hours that to be present at

the affair. With a planned public relations program, which must come eventually, it safely can be predicted that public relations at Rust Craft will have a glorious future.

CHAPTER VI

FINDINGS AND CONCLUSIONS

The findings and conclusions of this study are presented in this chapter. By no means complete, they are presented merely as suggestions, and as a guide for possible future studies and/or action.

I. FINDINGS

Most of the findings are self-evident in the text of this study. Now that the study has been completed, the more significant findings of the author are presented here in summary.

Organization

There is no formal organization chart or organization manual for Rust Craft Publishers. Only by custom and tradition and by word of mouth can it be determined who within the company is responsible to whom. Possible result: in critical policy decisions, confusion may result making it necessary to refer these matters to a higher level of organization when these decisions should be made at a lower level.

Objectives

Rust Craft Publishers have no published public relations objectives. There is no point to any activity without a goal.

CHAPTER VI

FINDINGS AND CONCLUSIONS

The findings and conclusions of this study are presented in this chapter. If so means complete, they are presented merely as suggestions, and as a guide for possible future studies and/or action.

I. FINDINGS

Most of the findings are self-evident in the text of this study. Now that the study has been completed, the more significant findings of the author are presented here in summary.

Organization

There is no formal organization chart or organization manual for Fort Ord's Publishers. Only by custom and tradition and by word of mouth can it be determined who within the company is responsible to whom. Possible results: in artificial policy decisions, confusion may result making it necessary to refer these matters to a higher level of organization when these decisions should be made at a lower level.

Objectives

Most Fort Publishers have no published policy regarding objectives. There is no point to any activity without a goal.

Public Relations Program

No planned public relations program is evident at Rust Craft. Nor has the role of public relations been determined. Since there are no public relations objectives, it is not surprising that there is no planned public relations program. While certain publics are recognized, no effort has been made to define these publics. There is no written policy manual or procedures manual for public relations operations or guidance.

Rustie of Rust Craft

There is no definition of the role of Rustie of Rust Craft in the company's public relations efforts. No planned program of activities has been formulated for attaining the company's objectives through her. Nor have the objectives been announced, either for public relations or sales promotion.

Disaster Plan

There is no disaster plan.

II. CONCLUSIONS

The conclusions presented here are merely suggested courses of action that can be taken based upon the findings of this study. The ultimate decision about what course of action should be followed rests with the top management of

Public Relations Program

No planned public relations program is evident at Dent Corp. Nor has the role of public relations been determined. Since there are no public relations objectives, it is not surprising that there is no planned public relations program. While several publics are recognized, no effort has been made to define these publics. There is no written policy manual or procedures manual for public relations operations or guidance.

Media of Dent Corp.

There is no definition of the role of media of Dent Corp. in the company's public relations efforts. No planned program of activities has been formulated for attaining the company's objectives through them. Nor have the objectives been structured, either for media relations or sales promotion.

Disaster Plan

There is no disaster plan.

II. CONCLUSIONS

The conclusions presented here are merely suggested courses of action that can be taken based upon the findings of this study. The ultimate decision about what courses of action should be followed rests with the top management of

Rust Craft. Based upon the manpower, money, time and talent available -- as evidenced by what has already been done -- it is the author's opinion that an effective public relations organization can be established which will produce an effective public relations program.

Organization

It is recommended that an organization manual be written at once. It is realized that this may prove to be a delicate and ticklish project in consideration of the various personalities involved. However, with proper public relations and management handling, this matter can probably be resolved to the satisfaction of nearly all who would be affected.

This organization manual should outline in detail the authority and responsibilities of each department within the company, and of each person within each department.

In this regard, the Director of Public Relations should be established as a staff function in the organization reporting directly to the General Manager and President. If this is contrary to company policy, it should then be made clear whether or not public relations is or is not under the Sales Promotion Department.

It is recommended that a company policy manual be written setting down all the policies of the company. Included in

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It is recommended that a company policy manual be written setting down all the policies of the company. Included in

this manual should be the general policies as applicable to the company as a whole, and the policies of each department. In that way, each department will be aware of all policies of the company and of the other departments. Unannounced policy, that is policy that is not for publication except to certain top executives, and which is usually communicated verbally, should be reduced to writing and filed in some secure place. That way, in the event of disaster, a succeeding officer can make himself cognizant of the policies of his predecessor.

Objectives

There is an old saw that goes, "We'll cross that bridge when we come to it." When he hears that, the author often wonders how the speaker knows that the bridge will even be there. Howard Walden Cutler, in Bernays' "The Engineering of Consent", states:

> Without an objective any activity becomes pointless. Yet, too often, individuals, groups, organizations, and corporations engage in some phase or phases of public relations work without really knowing precisely what they want to accomplish thereby.
>
> They usually think they have an objective, and in a vague general way this is true. The corporation wants to increase sales...
>
> But such generalized objectives can at most only define an ultimate goal...
>
> Every successful public relations campaign must be predicated on laying out in advance a whole series of objectives to be attained one after the other in orderly fashion. The cumulative effect of their total realization is the achievement of the ultimate over-all goal.

this general should be the general policies to be applicable to the country as a whole, and the policies of each department. In that way, each department will be aware of all policies of the country and of the other departments. Unsuccessful policy, that is policy that is not the publication stands to overall the community, and which is usually communicated verbally, should be reduced to writing and filed in some secure place. That way, in the event of disaster, a succeeding officer can make himself acquainted of the policies of his predecessor.

Difficulties

Change is an old and wary game. We'll never know bridge when he comes to it. Even on usual tasks, the unknown often whatever you use somehow known that the bridge will over be there. Joseph Wilson Lucas, in Secrecy: "The Dangers of Consent", states:

> Without an objective and strictly consumer policies, lies, too often, indifference, ignorance, unpleasantness and correspondence occur in some place or phases of public relations work without really knowing precisely what they must be accomplish thereby.
>
> They usually think they have an objective, and in a vague general way they know it exist. The experiences seems to increase mine...
>
> But such generalized objectives can at most only serve as ultimate goals...
>
> Every successful public relations campaign must be predicated on logic and in setting a whole series of objectives to be attained one after the other in orderly fashion. The cumulative effect of these small achievements is the realisation of the ultimate overall goal.

> Unless such a series of objectives is defined in advance, there cannot be but wasted time, effort, and money as a result of whatever activity is undertaken...
>
> When the objectives are finally set forth, they should express realizable goals predicated on the synthesized experience of the client and his public relations counsel.

The author can add very little to what has been said so well by Mr. Cutler. However, the last paragraph above does lead the author to one recommendation -- that Rust Craft engage suitable public relations counsel. From the same work cited above:

> The client, no matter what his problem, represents the body of practical knowledge peculiar to his field. The public relations counsel symbolizes those specialized skills in communications and group-adjustments which can be brought to bear on the client's problem.

If Chambers and Wiswell can satisfactorily do the job at hand -- fine. If not, then it is recommended that public relations counsel be engaged.

There is one additional recommendation to supplement the one just previously made. A separate budget should be set up for public relations exclusively -- completely divorced from advertising. It may prove necessary to cut out the public relations activities of the advertising agency and obtain separate public relations counsel. This counsel, because of Mr. Cutler's opinion stated above, plus counsel's fresh, outside viewpoint, will be of great assistance in the formulation of the public relations objectives of Rust Craft Publishers.

Before such a series of objectives is defined in advance, they should be put to serious trial, effort, and money as a basis of maximum activity is undertaken.

When the objectives are finally set forth, they should express realizable goals predicated on the synthetical experience of the client and his public relations counsel.

The author can add very little to what has been said so well by Mr. Carlson. However, the last paragraph above does lead the author to one recommendation -- that Mr. Carlson's page entitled public relations counsel. From the same work cited above:

> The client, no matter what his problem, represents the body of practical knowledge peculiar to his field. The public relations counsel specializes those specialized skills in communications and group-adjustment which can be brought to bear on the client's problem.

If Carlson can clarify and substantially do the job at hand -- fine. If not, then it is recommended that public relations counsel be engaged.

There is one additional recommendation to supplement the one just previously made. A corporate budget should be set up for public relations exclusively -- completely divorced from advertising. It may prove necessary to cut out the public relations activities of the advertising agency and create a separate public relations counsel. This counsel, because of Mr. Carlson's opinion stated above, plus counsel's trend, and also temperament, will be of great importance in the formulation of the public relations objectives of that firm's particular.

Public Relations Program

The objectives having been decided upon, there remains the means of reaching these objectives. The means of attaining Rust Craft's public relations goals will be the public relations program -- "efforts to integrate attitudes and actions of an institution with its publics and of the publics with that institution."[4] The institution, in this case, being Rust Craft.

> Through public relations, an individual or group can ensure that public decisions are based on knowledge and understanding. The public makes vital decisions at the ballot box and the counter. (Emphasis supplied.) People get their information in great part from the mass media that serve as a source for attitudes and action. Such knowledge is a prerequisite to sound decisions.[5]

The author is in no position to make concrete specific recommendations in regard to a public relations program. Such recommendations should be made by the Director of Public Relations with the advice and assistance of counsel. Together they will have formulated the objectives and will best know how to go about reaching these objectives.

The author, however, will recommend that a public relations manual be prepared stating the objectives of the company and prescribing the methods for carrying out the

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[4]Bernays, loc. cit.

[5]Bernays, op. cit., pp. 8-9.

Public Relations Program

The objectives having been decided upon, there remains the means of reaching them objectives. The means of attaining Dave Clark's public relations goals will be the public relations program -- "efforts to integrate attitudes and actions of an institution with its public and of the public with that institution."[1] The institution, in this case, being Dave Clark.

> Through public relations, an individual or group can ensure that public decisions are based on knowledge and understanding. The public makes vital decisions at the ballot box and the counter. (Emphasis supplied.) People get their information in great part from the news media that serve as a source for attitudes and action. Such knowledge is a prerequisite to sound decisions.[2]

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[1]Lemmers, loc. cit.

[2]Lemmers, op. cit., pp. 6-7.

program decided upon. This manual will provide a basis and a guide for the individuals who will be responsible for carrying out the program, both at the home office and in the field offices. This manual should define the publics of Rust Craft. It should describe in detail the public relations policies of the company in respect to each public. And it should describe the procedures to be used in dealing with each public. It should not be forgotten that, in addition to employees, the parent company, dealers, community, customers, domestic and foreign governments, and suppliers, also the media are among Rust Craft publics. Therefore, there should be sections in this manual outlining the methods of dealing with the press, radio, television, and the other media of mass communications.

One specific item that should be brought to the attention of management is this: How effective are the house organs? In formulating the public relations program, a critical examination of the three house organs of Rust Craft should be made to determine if they are accomplishing the purposes for which they are intended. No doubt public relations counsel will bring this matter up. It may prove that the house organs will, in effect, become better sales promotion media if their publication were under the direct supervision of the Director of Public Relations.

people decided upon. This manual will provide a basis and a guide for the individuals who will be responsible for carrying out the programs, both at the home office and in the field offices. This manual should assist the public at most first, it should generate in general the public relations policies of the company in respect to each public. And it should describe the procedures to be used in dealing with each public. It should not be forgotten that, in addition to employees, the parent company, dealers, community, customers, domestic and foreign governments, and suppliers, also the media are among first first publics. Therefore, there should be sections in this manual outlining the methods of dealing with the press, radio, television, and the other media of mass communications.

One specific item that should be brought to the attention of management is that the effectives are the home organs in formulating the public relations process, a political association of the three home organs of first first should be made to determine if they are strengthening the purposes for which they are intended. No doubt public relations counsel will bring this matter up. It may prove that the home organs will, in effect, become better sales promotion media if their publications were under the direct supervision of the director of Public Relations.

Rustie of Rust Craft

In regard to Rustie of Rust Craft, there is little that can be recommended at this time. First, the objectives that are to be accomplished must be determined. Then an understanding of what role Rustie is to play in regard to the public relations program and the sales promotion program will have to be arrived at. Only then can public relations counsel and Rust Craft map out a program utilizing Rustie in attaining the public relations goals of the company.

A long, hard look at the appropriateness of Rustie as the "Symbol of Sentiment" should be considered. "A symbol, in the sense it is used in public relations, is the representative of a theme."[6] Does an aviatrix symbolize sentiment? Aviation has long been considered a man's field although some highly regarded women have made their marks in the field. Amelia Earhart and Ruth Rowland Nichols to name two. Rust Craft's own figures given on page 16 of this study indicate that 85% of all greeting cards are purchased by women. Yet, the air age has not yet progressed to the point where anywhere near 50% of the licensed pilots are women. The author finds it hard to relate an aviatrix as the symbol of sentiment. It is true that flying is a means of rapid communications.

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[6] Edward L. Bernays (ed.), The Engineering of Consent (Norman: University of Oklahoma Press, 1955), p. 138.

Duelle of Dual Levels

In regard to Duelle of Dual Level, there is little that can be recommended at this time. First, the objectives that are to be accomplished must be determined. Then an determination of what role Duelle is to play in regard to the public relations program and its sales promotion program will have to be arrived at. Only then can public relations counsel and that Dual Level can a program utilizing Duelle to effectuate the public relations goals of the company.

A long, hard look at the appropriateness of Duelle as the "Symbol of Sentiment" should be considered. "A symbol, in the sense it is used in public relations, is the representative of a theme." Does an athletic symbolize sentiment? Athletics was long been considered a man's field although some highly regarded women have made their marks in the field. Duelle Dancers and Ruth Cowland Starkis to name two. That Duelle's own figures given on page 15 of this study indicate that 85% of all wrestling cards are purchased by women. Yet, the air age has not yet progressed to the point where mommy wears the 75% of the licensed pilots are women. The answer finds it hard to relate an athletic as the symbol of sentiment. It is true that flying is a means of vital communications.

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[1] Edward L. Bernays (ed.), The Engineering of Consent (Norman: University of Oklahoma Press, 1955), p. 126.

But it may also be thought of as adventure, or as the conquest of the natural elements, or as escape. It is recommended that this matter of symbol be given serious consideration. To the author, an aviatrix as a symbol of sentiment seems as foreign as an elephant at a Democratic convention.

Many corporations have undertaken to encourage and support a public service as a public relations program, or as a sales promotion program. Mental health, safe driving, and accident prevention in the home are among some. If Rustie is not a symbol of sentiment -- then what? Perhaps Rust Craft can find a way to use Rustie as a public service. Promotion of private flying, improvement of small airports, support for the Civil Air Patrol or the Ground Observer Corps., the promotion of flying instruction in high schools as an aid to national defense -- all these are just some of the possibilities. And the name of Rust Craft will be before the public as much, if not more, than as it is now.

Disaster Plan

Disaster strikes. The press is clamoring for the story. An embarrassed executive gives a cover-up story to the press. Why this particular executive? It happens that the Director of Public Relations is away and cannot be reached. Two days later the truth comes out. Two years later, a bad feeling still exists between Rust Craft and the

But is not this the length of an economy, or at the convenience of the natural elements, or as needed. It is obvious that this matter of special is given serious consideration. In the economy, an attempt is a special or enthusiasm means an tension as an element in a functionalize economics.

Many corporations were motivated by economics and supports a public service as a public relations program, or as a value promotion program. Social health, safe driving, and accident prevention in the home are some cases. If morale is not a special or enthusiasm -- then what? Perhaps that check can link a way to the media as a public service. Promotion of private flying improvement or small airports, support for the civil air patrol or the coastal observer corps, the promotion of flying instruction in high schools as an aid to national defense -- all these are just some of the possibilities. And the same of that ways will be before the public is made, if not more, than it is now.

Illustrations

Illustrate stories. The press is alongside for the story. An unknown executive flew a unknown story in the press. For this particular executive! It happens that the director of public relations is very and cannot be reached. The day later the text book out. The press story, a new feeling still raises anyone that there was the

public, particularly, the press. Why? Because no written instructions to be followed in the event of a disaster were available to guide that executive. May it never happen at Rust Craft.

It is strongly recommended that Rust Craft immediately draw up written instructions on the procedures to be followed in the event of disaster. These instructions should be in the hands of all executives, and in the hands of Chambers and Wiswell and any subsequent public relations counsel. Then, in event of disaster, any and all who might be concerned with dealing with the press will be well aware of what the company's policy is. It is hoped that company policy will be to tell the truth -- to admit the bad news. By baring the truth and facing the facts that might hurt, Rust Craft will maintain the public's confidence and retain the good relations they now have with the press.

All of the above suggestions have been made with the hope that Rust Craft will find the manpower, money, time and talent to carry them out. Also the desire to carry them out. This is by no means a complete outline of all that can be done. It is presented here as a starting point.

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All of the above suggestions have been made with the hope that that truth will find its manpower, money, time and talent to carry them out. Also the desire to carry them out. This is by no means a complete outline of all that can be done. It is presented here as a starting point.

III. REMARKS

In this study is seen an example of public relations as a sales promotion tool. While Rust Craft is a manufacturer, it may be implied that the prime function of this company is sales. It has been shown how public relations activities have been effectively used in the sales promotion activities of a company, especially in regard to their dealer and community relations. Employee relations activities also have effectively used public relations techniques in fostering a spirit of "family", pride in good craftsmanship, and in stimulating sales promotion by individual employees through their role in the community as a communication medium evidencing their pride and confidence in the product they help produce.

While not formally organized, a company can make considerable progress through collective management. By means of this cooperative endeavor, it may seem desirable to use the group-decision process in the management of a sales-oriented company. The fact that public relations does not hold a rigid position in the organization may better lend itself to many of the "creative problems" encountered in a highly competitive field. However, the value of more clearly defined duties which are better publicized, as would be the case if a company were formally organized, would result in more specialization of the executives; and it would result in

III. CONCLUSION

In this study is seen an example of public relations as a sales promotion tool. While such effort is a manufacture, it may be implied that the prime function of this company is sales. It has been shown how public relations activities have been effectively used in the sales promotion activities of a company, especially in regard to their dealer and community relations. Employee relations activities also have effectively used public relations techniques in fostering a spirit of "family" pride in good workmanship, and in stimulating sales promotion by individual employees through their pride in the community as a communication media evidencing their pride and confidence in the product they help produce.

While not formally organized, a company can make effective progress through positive management. By means of this cooperative manner, it may even desirable to use the group-decision process in the management of a sales-oriented company. The fact that public relations does not hold a high position in the organization may indeed lend itself to many of the "creative problems" encountered in a highly competitive field. However, the value of more clearly defined duties which are better publicized, as would be the case if a company were formally organized, would result in more specialization of the executives; and it would result in

better executive development within a company. Further, it would simplify the task of finding new blood for specific positions as the elder members of an organization retire or pass away. The need for specialization in medium and large modern industrial organizations can hardly be escaped today.

As a company expands, it becomes less and less important for top management to be intimately acquainted with every detail of all operations, sales, manufacturing, or accounting. In fact, it becomes impossible. More and more problems of a policy nature take up management's time leaving less time for detail. For the top management of a sales organization, the continual pressure of sales life must be escaped in order to do policy thinking.

With increased growth, the social responsibilities of a company increase. Therefore, the role of public relations in a company must not be limited to sales promotion, publicity, or any one activity alone. Public relations must be fully utilized in all phases of a company's corporate activities. Just as the lawyer assures that his company complies with its legal responsibilities, the public relations practitioner must guide a company's policies so that it will effectively assume its proper social responsibilities to itself and the community at large.

better executive development within a company. Further, it would similarly the task of finding the place for specific positions as the older members of an organization retire or pass away. The need for specialization in medium and large modern industrial organizations can hardly be accepted today.

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With increased growth, the social responsibilities of a company increase. Therefore, the role of public relations in a company must not be limited to sales promotion, publicity, or any one activity alone. Public relations must be fully utilized in all phases of a company's corporate activities. Just as the larger business that an company complies with the legal responsibilities, the public relations investigations must guide a company's policies so that it will effectively assume its proper social responsibilities to itself and the community at large.

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